

TERMS OF REFERENCE (TOR)

Consultancy for Development of a Comprehensive Digital Governance Policy & SOP Framework

1. Background

The National Leadership Academy (NLA) is a national institution mandated to develop ethical, accountable, and competent public leaders. As part of its institutional modernization and digital transformation agenda, NLA is expanding:

- E-learning systems
- Digital research platforms
- Online examinations
- Institutional databases
- AI-supported tools
- Digital document management systems

In the absence of a comprehensive Digital Governance Framework, NLA faces operational, cybersecurity, ethical compliance, and reputational risks. These risks, if or when they occur become consequential not only for the institution per se but also have negative national implications.

To address this, NLA seeks to engage a qualified consultancy firm to develop a structured **Digital Governance Policy and Standard Operating Procedures (SOPs) Manuals**, aligned with international best practices and contextualized to Somalia's institutional environment. The dynamics of open AI, misinformation, disinformation, EdTech proliferation demand sophisticated strategic guidelines to ensure that NLA remains digitally competent with reputable information management systems and guidelines.

2. Objective of the Consultancy

To design, develop, and deliver a comprehensive Digital Governance Policy Framework and associated SOPs that ensure secure, ethical, compliant, and accountable digital operations across NLA.

3. Scope of Work

The consultant shall perform the following:

3.1 Institutional Digital Risk Assessment

- Conduct a digital systems audit
- Identify cybersecurity, data, and AI-related risks
- Develop a digital risk register

3.2 Development of Digital Governance Policy Framework

The consultant shall develop the following policy components:

A. Research Data Governance including but not limited:

- Data classification standards
- Data lifecycle management
- Consent protocols
- Data access control mechanisms
- Research data storage & retention guidelines
- Data breach reporting procedures

B. Cybersecurity & Information Security Framework, including but not limited:

- Access control & authentication standards
- Network security protocols
- Incident response framework
- Disaster recovery plan
- Business continuity measures

C. Digital Accessibility Framework, including:

- LMS accessibility standards
- Inclusive digital content requirements
- Assistive technology compliance



- Accessibility monitoring process

D. AI Governance Framework, including but not limited:

- Ethical AI principles
- AI risk assessment process
- AI procurement review process
- AI transparency requirements
- Human oversight standards

E. Online Examination & Academic Integrity Policy, including:

- Remote proctoring protocols
- Identity verification mechanisms
- Data protection safeguards
- Digital academic misconduct handling procedures

F. Digital Records & Document Management Policy

Including:

- Electronic records classification
- Archiving & retention schedules
- Cloud governance standards
- Version control procedures
- Digital records usage—for research & learning, content analysis, training algorithm etc.

4. SOP Development

The consultant shall develop detailed Standard Operating Procedures (SOPs), including but not limited to:

- SOP: Research Data Collection & Storage
- SOP: Data Access Authorization
- SOP: Cyber Incident Reporting & Response



- SOP: User Account Provisioning & Deactivation
- SOP: Backup & Recovery Testing
- SOP: AI Tool Approval Process
- SOP: Online Exam Administration
- SOP: Academic Integrity (Digital Misconduct)
- SOP: Digital Accessibility Compliance Check
- SOP: Cloud Access & Security Review
- SOP: Digital Records Usage, Archiving & Disposal Processes

All SOPs must include:

- Purpose
- Scope
- Responsible Units
- Step-by-step procedures
- Documentation templates
- Approval and review cycle

5. The Consultant's Key Deliverables Include:

- Inception Report (Week 2)
- Digital Risk Assessment Report
- Draft Digital Governance Policy Manual
- Draft SOP Compendium
- Risk Register & Compliance Matrix
- Implementation Roadmap (12–18 months)
- Validation Workshop Presentation
- Final Approved Policy & SOP Manual (editable format)

6. Duration: The consultancy shall be completed within 12 weeks from contract signing.

7. Reporting Line: The consultant will directly report to IT Focal Point (s). The consultant shall also be responsible to Director / Policy & Strategic Advisor, and Institutional Governance Committee for any clarification if concepts, technical terminologies, assignment timeline, etc.

8. Required Qualifications

The consulting firm must demonstrate:

- At least 5 years of experience in digital governance or cybersecurity policy
- Experience with higher education institutions
- Knowledge of ISO 27001 / NIST frameworks
- Experience in AI governance or emerging technology policy
- Strong policy drafting expertise
- Experience in fragile or developing contexts is an asset

9. Potential Payment Schedule

Milestone	Percentage
Inception Report	20%
Draft Policy & SOP Submission	40%
Validation Workshop	10%
Final Approved Documents	30%