



REPUBLIC OF KENYA
MINISTRY OF LANDS, PUBLIC WORKS, HOUSING AND
URBAN DEVELOPMENT

State Department for Housing and Urban Development
Urban Development Department



Second Kenya Urban Support Program (KUSP 2)

Project No.: P177048

Credit No.: 7349-KE; 7350-KE; IDA Grant Number E208-KE?

Terms of Reference

For

Consulting Services for Preparation of System Design Requirements, Procurement Documents, and Supervision of Deployment of an Electronic Documents and Records Management System (e-DRMS) at the Urban Development Department and Three Municipalities in Kenya

CONTRACT NO.: KE-MOTI-567492-CS-QCBS

SEPTEMBER 2026

1. Background

1.1 Urbanisation Context

Kenya is undergoing rapid urbanisation, with urban areas increasingly driving economic growth, employment, and innovation. However, this growth has not been matched by adequate strengthening of urban governance systems, infrastructure, and institutional capacity. Many urban areas continue to face challenges related to weak planning and development control, limited administrative efficiency, and inadequate systems to support service delivery and accountability.

A critical constraint underlying these challenges is the weakness in records and information management. In many municipalities and within national institutions, records management remains largely manual, fragmented, and inconsistently applied. This limits efficiency in document retrieval, weakens data integrity, constrains institutional memory, and reduces transparency. Strengthening records and archives management is therefore essential for improving operational efficiency, decision-making, and overall urban governance.

1.2 KUSP Experience and Lessons Learned

In response to urban challenges, the Government of Kenya developed the Kenya National Urban Development Policy (2016) and subsequently implemented the Kenya Urban Support Program (KUSP) (2018–2023) with support from the World Bank. The program focused on strengthening urban institutions and improving service delivery across 45 counties, leading to the establishment and operationalisation of 59 urban management institutions and significant progress in urban planning, financing, and infrastructure delivery.

While KUSP laid a strong institutional foundation, it also revealed critical gaps in supporting administrative systems, particularly in records and archives management. To address this, a pilot intervention was implemented in Nakuru City and the municipalities of Rumuruti, Bomet, Vihiga, Wote, Kilifi and Malindi, delivering key tools such as records management policies, procedures manuals, classification systems, and retention schedules.

The pilot demonstrated the value of structured records management systems in improving efficiency and accountability, while also underscoring the need for phased scaling, strengthened institutional capacity, and the integration of digital solutions to ensure sustainability and broader system-wide impact.

1.3 KUSP2 and Rationale for the Assignment

Building on the achievements and lessons of KUSP, the Government of Kenya, with support from the World Bank, is implementing the Second Kenya Urban Support Program (KUSP2), 2024–2028, with a financing envelope of USD 350 million. The program aims to deepen institutional strengthening, improve integrated urban planning, enhance service delivery, and promote private sector engagement across 45 counties and 79 municipalities.

A key focus of KUSP2 is strengthening the institutional systems that underpin effective urban management, including program coordination, data systems, and administrative efficiency. Within this framework, improved records and archives management has been identified as a critical enabler of institutional performance, with explicit provision under the Financing Agreement for its support.

In this phase, the Government intends to build on the KUSP pilot by undertaking a targeted scale-up of records management interventions at the Urban Development Department (UDD)

of the State Department for Housing and Urban Development (SDHUD) and in three selected municipalities. This focused approach is intended to ensure quality implementation, allow for effective integration of institutional and digital systems, and generate practical lessons to inform subsequent scale-up.

The deliberate focus of this assignment on UDD and three (3) selected municipalities, rather than concurrent rollout across all 79 KUSP2 participating municipalities, reflects several considerations. First, the project period and available resources do not permit a quality-assured, simultaneous rollout of EDRMS design, institutional strengthening, and digitisation across all 79 municipalities; attempting to do so would risk superficial implementation and weak adoption. Second, a phased, step-by-step approach allows the systems, tools, and training models developed and tested at UDD and the three municipalities to be refined based on practical implementation experience before wider replication, in line with the lessons-learned approach that informed the design of this assignment following the KUSP1 pilot. Third, concentrating technical, supervisory, and financial resources on a manageable scope strengthens the likelihood of successful, sustainable adoption at the selected sites, which can then serve as reference models and a credible evidence base for mobilising resources and designing the rollout to the remaining municipalities under KUSP2 or successor programmes. The lessons, tools, and implementation experience generated under this assignment will be documented specifically to inform that subsequent, system-wide scale-up.

The three (3) municipalities will be selected from among the seven (7) KUSP1 pilot municipalities/city (Nakuru City, and the Municipalities of Rumuruti, Bomet, Vihiga, Wote, Kilifi and Malindi) on the basis of the findings of the readiness assessment under Category A Tasks of Phase 1. Selection will be guided by the following criteria: (i) size and institutional complexity, ensuring representation across a city/large municipality, a medium-sized municipality, and a small municipality, so that the resulting EDRMS design and implementation model is replicable across the range of institutional scales found within KUSP2; (ii) the level of existing ICT infrastructure, human resource capacity, and institutional readiness to adopt and sustain an EDRMS, as established through the readiness assessment; (iii) the institution's level of preparedness and commitment, including prior implementation of KUSP1 records management tools and management buy-in; and (iv) considerations of regional balance, to the extent consistent with the foregoing criteria. The selection of the three municipalities shall be finalised and agreed with the Client immediately following completion and submission of the Readiness Assessment Report, and prior to commencement of the EDRMS system design tasks under Category A.

The overall intervention will be implemented in two sequential and interlinked phases: (i) Design, preparation of Technical Specifications and bidding document for the Electronic Document and Records Management System (EDRMS), including system design Strategy, System design architecture Wireframe, Final procurement bidding documents, System Operational Manual and Schedule of Cost estimates. (ii) Supervision and quality assurance of the system deployment to ensure compliance with design specifications, performance standards, and user requirements.

This consultancy is specifically intended to support the first and third phases – namely, the design of the EDRMS and the supervision of its deployment. By structuring the assignment in this manner, the consultant responsible for system design will also provide technical oversight during implementation, thereby ensuring continuity, fidelity to design specifications, and effective quality assurance. The deployment of the system itself will be undertaken by a separately procured service provider. Please note: In line with GoK and World Bank procurement regulations on Conflict of Interest, the consultant who will win this stage of the assignment will NOT be eligible to bid, or participate, in the eDRMS deployment contract.

In parallel, the assignment will support the refinement and application of standardised records management tools, capacity building, and advisory support to participating institutions. The combined approach, linking institutional strengthening with digital system design and supervised deployment, is expected to enhance efficiency, transparency, and accountability, while establishing a robust and scalable model for modern records and information management across Kenya's urban sector.

2. Objective of the Assignment

2.1 Overall Objective

The overall objective of this assignment is to strengthen records and archives management systems within the Urban Development Department (UDD) of the State Department for Housing and Urban Development (SDHUD) and selected municipalities by enhancing institutional capacity, standardising records management practices, and supporting the design and supervised deployment of Electronic Document and Records Management Systems (EDRMS), with a view to improving efficiency, accessibility, compliance, transparency, and accountability in urban management.

2.2 Specific Objectives

To achieve the overall objective, the assignment will pursue the following specific objectives:

- i. To assess the current state of records and archives management systems, including institutional capacity, processes, infrastructure, and ICT readiness at UDD and the selected municipalities, in order to inform system design and rollout.
- ii. To design fit-for-purpose, standards-compliant Electronic Document and Records Management Systems (EDRMS), including system architecture, functional requirements, technical specifications, and implementation arrangements, in line with Government of Kenya ICT standards and international best practice.
- iii. To prepare complete and compliant procurement documentation, including technical specifications, bidding documents, and cost estimates, to facilitate the selection of a qualified service provider for the deployment and operationalization of the EDRMS.
- iv. To support the review, adaptation, and institutionalisation of standardised records and archives management tools developed under KUSP, ensuring their alignment with institutional needs and integration into administrative and operational systems.
- v. To enhance the capacity of records management, ICT, and administrative personnel through structured training, knowledge transfer, and advisory support, to ensure effective adoption and sustainable use of both manual and electronic systems.
- vi. To provide technical guidance on records appraisal, classification, reorganisation, and selective digitisation, in order to improve accessibility, preservation, and lifecycle management of records.
- vii. To provide technical supervision and quality assurance during the development, testing, and commissioning of the EDRMS by the contracted service provider, ensuring compliance with design specifications, performance standards, and user requirements.
- viii. To document lessons, best practices, and implementation experiences from the assignment to inform future scaling of records management and EDRMS solutions across additional municipalities and institutions.

3. Scope of the consulting services and specific tasks

3.1 Overview of Technical Requirements for the EDRMS

The Electronic Document and Records Management System (EDRMS) to be designed under this assignment and subsequently deployed under a separate procurement by a specialised service provider (see Section on Phasing above) is expected to be a robust, secure, scalable, and standards-compliant solution capable of supporting the full lifecycle of records and documents within the Urban Development Department (UDD) and participating municipalities.

At a minimum, the system will be required to support core records management functions, including the capture, classification, indexing, storage, retrieval, retention, and disposal of both physical and electronic records. The system should provide a centralised and structured repository for records, with the ability to manage metadata, enforce retention schedules, and maintain the integrity, authenticity, and usability of records throughout their lifecycle.

The EDRMS shall be a web-based, multi-tier, and platform-independent system capable of operating across different database environments and integrating with existing government systems and hardware, including scanners, printers, and enterprise applications. It should support high-volume document capture, including bulk scanning, Optical Character Recognition (OCR), automated indexing, and batch processing, while ensuring efficient storage and retrieval through advanced search functionalities.

The system will incorporate workflow automation capabilities to support business processes such as document routing, approvals, and correspondence management, with features such as notifications, version control, document linking, and audit trails. It should also provide comprehensive user and access management functionalities, including role-based permissions, secure authentication, and detailed activity logging to ensure accountability and data security.

In addition, the system must meet stringent requirements for data security, backup, and recovery, including encryption, automated backup routines, disaster recovery mechanisms, and compliance with relevant legal and regulatory frameworks such as the Data Protection Act and Government of Kenya ICT standards. The solution should also support interoperability through open standards and APIs, enabling integration with other systems and future scalability.

The EDRMS will further be required to support reporting and analytics functionalities, allowing authorised users to generate reports in multiple formats, as well as monitoring system usage and performance. The solution should be designed with sufficient storage capacity, high processing capability, and flexibility to accommodate future expansion across additional municipalities.

To complement the system, the assignment will also consider requirements for digitisation infrastructure, including high-capacity scanning equipment, image processing, indexing tools, and quality control mechanisms to support efficient conversion of physical records into digital formats.

A detailed description of the technical requirements, including system architecture, functional specifications, performance standards, hardware requirements, and operational features, is provided in **Annex 1** of this Terms of Reference. Consultants are expected to review and take full account of these requirements in the design and implementation of the proposed solution.

3.2 Detailed Scope and Tasks

The tasks to be undertaken in Phase 1 of the consultancy (lump-sum contract) fall under two categories as follows:

I. Phase 1:

The tasks to be undertaken in Phase 1 of the consultancy (lump-sum contract) fall under two categories as follows:

Category A Tasks: Technical Support Records and Archives Management at UDD and at three Selected Municipalities

- i. Conduct a comprehensive readiness assessment for adoption of an electronic Document and Records Management System by the municipalities piloted in the first phase of the Program (KUSP 1), namely Nakuru City and the Municipalities of Rumuruti, Bomet, Vihiga, Wote, Kilifi and Malindi, and the Urban Development Department. The assessment will include physical visits to the city/municipalities and meetings with the management (including Board members) and the records management & IT personnel to evaluate existing IT infrastructure (e.g. hardware, software, network capability) as well as human resource capacity, skills, and operational needs. This will inform the EDRMS rollout plan, incorporating training for IT and records personnel, system integration with existing technology, and establishment of ongoing technical support to ensure successful adoption and operation.
- ii. Based on the readiness assessment, recommend appropriate stand-alone EDRMS, for UDD and for three (3) out of the seven (7) pilot municipalities, that comply with the Government of Kenya ICT Standards (including the Electronic Records Management Standard, ICTA-4.002:2019) and are able to:
 - a) allow records to be classified in accordance with records classification scheme and also allow indexing and provide different search criteria;
 - b) be accessed via desktop and web;
 - c) create, store, scan and record various documents to electronic media and allow for scanning and uploading of documents in different formats e.g. TIF, PDF, PNG, JPEG, Word, Excel, etc;
 - d) allow use of templates and associated workflows;
 - e) extract meta data from existing documents and store meta data on a database;
 - f) store documents on separate storage;
 - g) allow for both manual and automatic assignment of folios;
 - h) provide annotation tools such as sticky notes, highlighter, underline on various documents;
 - i) allow Optical Character Recognition (OCR) and batch scanning and allow for OCR search capability;
 - j) allow creation of workflows;
 - k) provide notification alerts through email whenever workflows are sent;
 - l) provide safe and confidential Electronic Document and Records Management System whereby documents can be created, scanned, indexed and electronically stored and retrieved in a manner that is easily and readily accessible;
 - m) provide granular system permission access roles;
 - n) provide audit trail to monitor any transaction through the system;
 - o) allow limitless number of folders that can be allocated to a record category or defined within the entire system;
 - p) prevent the destruction or deletion of folders, records and associated metadata at all times, except when authorized to do so by the System Administrator or the creator through an approval workflow;
 - q) provide integration capabilities for both hardware and internal existing systems (e.g. printers, scanners, ERPs, Portals etc.);
 - r) work with a variety of database server operating systems;

- s) compress documents.
 - t) be easily customized;
 - u) scan, index and upload the relevant boards;
 - v) provide record management functionalities such as retention, disposition, preserving records through entire life cycle, identifying what records exist by records inventory;
 - w) hold adequate storage capacity to accommodate documents and records at UDD and at the three selected city/municipalities.
 - x) Apply appropriate retention and disposal schedules
 - y) Allow access and permission management
 - z) Allow application of appropriate security measures and controls
- iii. Preparation of:
- a) System Design strategy report from the assessment
 - b) System Design Wireframe structure
 - c) Technical specifications with detailed description of the hardware and software requirements necessary to ensure the EDRMS' optimal performance of the tasks including the systems operation and maintenance manuals.
- Additionally, the consultant will provide schedules for the following tasks to be undertaken by the system developer in the course of system development and after its commissioning:
- d) Training and knowledge transfer to the Client's selected staff; and
 - e) Monitoring and updates including post-deployment support for a period of one year to allow for bug fixes.
- iv. Preparation of a complete set of standard bidding documents and a confidential schedule of cost estimates for the proposed stand-alone EDRMS and related services in line with the World Bank procurement guidelines.
- v. Records Proposed for Digitization; The strategy is to arrange, index, classify and digitize the diverse range of records that are stored in the registries and in the archives. The archived documents should be scanned and made available on line and the current and new records should be digitized and processed using workflows in the EDRMS; the focus of this strategy is to make conventional and Archives records available to users online as quickly, efficiently, and cost-effectively as possible. The consultancy should indicate the type and number of records to be digitized and uploaded in the system for the 3 municipalities and UDD.

Category B Tasks: Technical Support on Records and Archives Management

- a) Plan and deliver training on records and archives management for the identified records management staff, information technology (IT) personnel and municipal managers in the three (3) municipalities participating in the Program, and for selected staff at UDD/SDHUD. The incorporation of IT personnel is essential in achieving alignment of technical capacities and roles with operational needs thereby fostering a unified rollout, adoption and operation of the electronic systems. The training shall include elaborate sessions on principles and practices of electronic document and record management, and a detailed case study of a relevant electronic Document and Records Management System (EDRMS). The consultant will prepare appropriate training materials acceptable to the Client before delivery of the training. The training is expected to last at least five (5) days.

- b) Provide technical support to UDD and the 3 municipalities in reviewing, domesticating and adopting the records management tools developed during pilot intervention under KUSP1 (i.e., Records Management Policy, Records Management Procedures Manual, Business Classification & Indexing Scheme, Retention & Disposal Schedule, Disaster Management and Preparedness Plan). This will include consultative forums with UDD, the 3 municipalities and any other relevant stakeholders. The operational documents should be tailored to meet the unique needs of each institution including the UDD. To ensure sustainability, the consultant will work with the UDD and the 3 municipalities to prepare and implement a sustainability plan that includes institutionalization strategies, such as integrating the records management tools into city/municipal human resource and performance management systems.
- c) Provide technical support on sort out, appraisal and reorganization of the records at UDD and at the 3 municipalities.
- d) Provide guidance and advisory to UDD and the 3 municipalities on conducting departmental file audit/census, and on selective digitization of paper records in their custody.
- e) Prepare and present monthly progress reports as well as hold debrief sessions with the SDHUD/NPCT, City/Municipal Managers and the World Bank on the status of the assignment.
- f) Prepare and present a final consultancy report with lessons to inform similar interventions in future.

II. Phase 2:

The tasks under Phase 2 of the consultancy (**time-based contract**) will commence once a service provider for the EDRMS has been contracted and be implemented over the entire period of the (EDRMS) contract. This Phase will entail the provision of technical backstopping, on behalf of the Client, for purposes of quality assurance and compliance with system specifications, during the development, testing and commissioning of the stand-alone EDRMS by the selected service provider. The consultant will agree with the client on a Service Level Agreement for Phase 2 of the consultancy, clearly specifying the support response time and resolution timelines.

3.3 Guiding framework for the Assignment:

Implementation of the assignment will be guided by the following legal and regulatory frameworks:

- i. CAPS 19 & 14 of Laws of Kenya
- ii. ISO 15489:2016; Information and Documentation: Records Management
- iii. ISO 23081: Metadata for Records (2017, 2021)
- iv. ISO 27001: Information Security Management
- v. The World Bank Records Management Roadmap
- vi. Public Procurement and Asset Disposal Act 2015
- vii. Public Finance Management Act 2012
- viii. Urban Areas and Cities Act 2011
- ix. QMS ISO 9001:2015
- x. Data Protection Act 2019

- xi. Access to Information Act 2016
- xii. Electronic Records Management Standard, ICTA-4.002:2019
- xiii. Dublin Core (1995, ISO 15836: 2017) for interoperability
- xiv. Model Requirements for Electronic Records, MoReq 2010 (2011)

4. Duration of the assignment

The consultancy will be implemented in two (2) parts. The consulting services for part 1 of the assignment will be for an overall period of six (6) calendar months from contract commencement date. The consultancy services for part 2 will be for a duration of two (2) months spread across the contract period for the eDRMS development, testing and commissioning as described in the scope of the assignment, and will be executed through a time-based contract as per the Service Level Agreement (SLA) to be agreed upon during negotiation.

5. Reporting requirements and Timelines for deliverables

The Consultant will report to the KUSP2 Coordinator through the appointed consulting services contract supervision team. Due to the nature of the assignment, requiring concurrence with the client on multiple levels, the consultant will be required to provide various reports, not necessarily linked to payments. The deliverables and expected timelines are as tabulated below:

Table 5.1(a) Reporting requirements and Timelines for deliverables

	Deliverable Category	Key Outputs Included	Indicative Timing
Phase 1			
1	Inception Phase	- Inception Report (methodology, stakeholder mapping, workplan)	2 weeks
2	Readiness Assessment	- EDRMS Readiness Assessment Report (UDD + pilot municipalities)	4 months
	Report on EDRMS Design, Strategy, Technical Specifications, and System Design Wireframe Architecture.	Consolidated Report including: - EDRMS Design, Technical Specifications, and Strategy Report - O&M Manuals	5 months
3	EDRMS System Procurement Package	Draft and Final Procurement Documents, including schedule of cost estimates	6 Months
4	Final Phase 1 Report Reporting	Consolidated Report including: - System Design and Technical Specification; - Training Report, including training materials - Reports on Records reorganization & digitization advisory	6 Months

		- EDRMS rollout advisory - Final Phase 1 Completion Report	
Phase 2 (Reporting will be guided by the SLA with the provider but will include the following:			
	Deliverable	Key outputs	Indicative Timing
1.	A report on Review of Provider's Inception Report.	Advisory on the feasibility of the providers deployment plan, including work plan, quality assurance framework, etc.	Per deliverable.
2.	Report on System Configuration.	Advisory on the provider's system configuration, including records classification structure, workflows, metadata standards, user requirement validation, and readiness for deployment.	“
3.	Report on System Deployment	Deployment progress, demonstrating successful installation, configuration, testing oversight, issue-tracking, and resolution of critical defects.	“
4.	Report on User Acceptance and Training	User-acceptance (UAT) testing, training, and confirmation that agreed users have been trained and UAT issues addressed.	“
5.	Report on review Project Completion Report	Final supervision report documenting implementation results, lesson-learnt, outstanding issues, recommendation, and system handover confirmation.	“
6.	Report on Post-Implementation Support.	Post implementation support including confirming system stability and resolution of identified defects during warranty.	“
7.	Training Report	Training and awareness creation for the remaining 76 cities/municipalities.	“

6. Payment schedule

Payment to the consultant will be made upon approval of the deliverables as detailed below.

Table 6.1(a) Payment schedule (Lump sum Contract, Phase 1)

	Deliverable Category	Trigger Report for Payment	Percentage of Contract Sum
Phase 1			
1	Inception Phase	Approved Inception Report	20%
2	Readiness Assessment	Approved EDRMS Readiness Assessment Report	20%

3	EDRMS System Design and Procurement Package	Approved Consolidated Final Report, with all finalised deliverables, including: - eDRMS Technical Design - System Design Strategy Report - O&M Manuals - Procurement Packages	30%
Phase 2			
4	Institutional Strengthening, Supervision and Final Reporting	Approved report for each of the 7 outputs listed under reporting requirements and timelines for deliverables.	Time-based 30% Payment for this phase of the assignment will be made in 7 instalments on completed deliverables.

7. Minimum qualifications and experience for the firm

- The firm shall demonstrate the requisite technical and managerial capacity to undertake the assignment (Key experts/staff will not be evaluated at the shortlisting stage).
- The firm shall be registered/incorporated as a consulting firm with core business in the field of records management and information technology or equivalent for a period of at least 10 years.
- The firm shall demonstrate as having successfully executed and completed at least two (2) assignments of similar nature, complexity and in a similar operating environment in the last seven (7) years. The details of similar assignments (name and address of the client, scope, value, and period) should be provided.

8. Minimum requirements for the Consultant's key staff

The Consultant should have the following key staff with the indicated minimum qualifications and experience:

Expert Title	Role in the Assignment	Qualifications & Experience
Project Manager / Team Leader	- Leads and coordinates the assignment; manages workplan, quality assurance, and reporting to SDHUD/KUSP2 and the World Bank. - Provides overall project management oversight across Phase 1 (design) and Phase 2 (deployment supervision). - Quality Control	- A minimum of a Master's degree in Records Management, Information Management, Archival/Information Sciences, or related field. - A minimum of 10 years' experience in Archives and Records Management with national/county government, including 3 years in project management. - PRINCE2 (or equivalent) certification; 10 years' experience implementing ISO 15489:2016-based programmes.

Expert Title	Role in the Assignment	Qualifications & Experience
Two (2) Records & Archives Management Specialists	• Lead readiness assessment, records appraisal, classification, and digitisation strategy at UDD and the three municipalities. • Define EDRMS records-management functional requirements; leads review and domestication of KUSPI records management tools (policy, classification scheme, retention/disposal schedules, disaster plan).	• A minimum of a Master's degree in Records Management, Archival/Information Sciences, or related field. • A minimum of 7 years' experience in records and archives management, including EDRMS implementation; KARMA membership or equivalent. • A minimum of 5 years' experience developing classification schemes, retention/disposal schedules, and implementing ISO 15489:2016/QMS audits.
ICT/EDRMS Systems Specialist	• Leads ICT readiness assessment and EDRMS architecture, functional/technical specifications, wireframes, and O&M manuals. • Defines integration and digitisation infrastructure requirements (scanning, OCR, hardware); leads Phase 2 quality assurance during system development, testing, and commissioning.	• a minimum of a Master's degree in Computer Science, IT, or related field, with relevant certification (e.g. CISA, CISM, Cybersecurity). • A minimum of 10 years' general experience in software/web solutions development; 7 years' specific experience in relevant scripting languages, CMS, and database platforms (MySQL/PostgreSQL). • A minimum 5 years' proven experience in system development, implementation, and supervision of similar enterprise/EDRMS systems.
Legal and Regulatory Compliance Specialist	• Advises on compliance with the Data Protection Act 2019, Access to Information Act, procurement law, and other applicable legal frameworks. • Reviews EDRMS design, system permissions, data handling, and procurement documentation for legal and regulatory alignment, including conflict-of-interest provisions for the deployment procurement.	• A minimum of LL.B degree; Advocate of the High Court of Kenya. Postgraduate qualification in ICT law, data protection, or procurement law an advantage. • A minimum of 7 years' post-admission experience, including legal advisory work for government institutions or donor-funded programmes. • Demonstrated experience advising on data protection, records, or access to information frameworks, and reviewing World Bank procurement documentation.
Change Management and Capacity Building Specialist	• Designs and delivers the records/EDRMS training programme for UDD and the three municipalities; leads change management and institutional sustainability planning. • Facilitates consultative forums during tool domestication and rollout planning; documents lessons to inform future scale-up.	• A minimum of a Bachelor's degree in HR Management, Organisational Development, Public Administration, Information Science, or related field; postgraduate qualification an advantage. • A minimum of 7 years' experience designing/delivering institutional capacity-building and training programmes, preferably in records management or public sector reform. • Demonstrated change management/institutionalisation experience

Expert Title	Role in the Assignment	Qualifications & Experience
		within county or national government, and facilitation of multi-stakeholder processes.
Procurement Specialist	Leads packaging of the procurement dossier for the EDRMS deployment, including standard bidding documents and confidential cost estimates, ensuring compliance with World Bank procurement guidelines.	- A minimum of a Bachelor's degree in Procurement and Supply Chain Management or related field; CIPS/MCIPS or KISM membership required. - A minimum of 5 years' experience preparing SPDs, including for ICT goods and non-consulting services. - Demonstrated experience packaging Purchaser's Requirements for at least 2 similar ICT/EDRMS procurements.

9. Estimated Time Inputs of Key Experts

The time input for the key experts are outlined in the table below.

	Expert	Time-Input
1.	Project Manager	6
2.	Lead Records & Archives Management Specialist x 2	6x2
3.	ICT/EDRMS Systems Specialist	6
4.	Legal and Regulatory Compliance Specialist (short-term/intermittent)	6
5.	Change Management and Capacity Building Specialist	4
6.	Procurement Specialist (short-term/intermittent)	1
	Total	35

10. Management and accountability of the assignment

The State Department for Housing and Urban Development in the Ministry of Lands, Public Works, Housing and Urban Development is the Client for these services. The Principal Secretary, State Department for Housing and Urban Development (SDHUD) has appointed a Program Coordinator to whom the Consultant will report on all contractual matters.

The Client will be responsible for all payments to the consultant once the deliverables have been accepted and cleared for payment by the appointed consulting services contract supervision team. The Consultant will report on all technical matters to the supervision team and will work in close collaboration with his/her team. To ensure efficiency in delivery of the assignment, the Consultant will prepare and submit to the Client within the inception phase, a coordination and communication plan outlining engagement schedules with UDD and the cities/municipalities. The Client may assign relevant staff to work with the consultant for purposes of capacity building and knowledge transfer.

11. Obligations of the Client

The Client will provide the following support to the Consultant:

- a) All available relevant documentation such as the Project Appraisal Document, reports, Program Operation Manual, etc.
- b) Key stakeholder contacts
- c) Introductory letters to key stakeholders to facilitate access to relevant information and records.
- d) Facilitate liaison with other program implementing partners.
- e) Facilitate consultative forums considered necessary for the delivery of the consultancy.

12. Obligations of the Consultant

The Consultant shall be responsible for the provision of own computers with requisite software to perform the assignment tasks, own transport, insurance, communication, and other associated costs.

13. Confidentiality, propriety rights of Client in reports and records.

All the reports, data, and information developed, collected, or obtained from the implementing agencies, client and other Institutions during this exercise shall belong to the client. No use shall be made of them without prior written authorization from the client.

Upon conclusion of the consultancy, the consultant shall relinquish all data, manuals, reports and information (including the database, codes, and related documentation) to the client and shall make no use of them in any other assignment without prior written authority from the client.

Annex 1: Client Technical Requirement Specifications

The requirements set out below represent the Client's minimum technical requirements for the EDRMS and associated digitisation services. The Consultant is expected to review, validate, and further develop these requirements—informed by the readiness assessment and system design tasks under Category A—into the complete Purchaser's Requirements for the separate EDRMS deployment procurement, structured in accordance with Section VII of the World Bank Information Systems Standard Procurement Document (SPD), namely: (i) Technical Requirements; (ii) Implementation Schedule; (iii) System Inventory Tables; and (iv) Background and Informational Materials. These Purchaser's Requirements will form part of the bidding documents to be prepared by the Consultant for the procurement of the specialised service provider responsible for the deployment and operationalisation of the EDRMS.

SNO	REQUIREMENT	
General Administration		
	The system should support open standards like webdav (Web-based Distributed Authoring and Versioning) and Content Management Interoperability Services (CMIS)	
	The solution should be able to support a wide range of database vendors which should include; MS SQL, Oracle and DB2 etc.	
	The Admin module should provide facilities to take complete and incremental backups and is able to integrate with third- party backup solutions.	
	The EDRMS should allow administrative roles to retrieve, display and re-configure system parameters and settings made at configuration time; The EDRMS should allow administrative roles to allocate functions to users and roles; allocate one or more users to any role; The EDRMS should allow administrative roles easily to move users between user groups and roles.	
Architecture & Scalability		
	The system should be platform independent and supports both Linux and Windows for application server.	
	The Document Record Management system should support enterprise class RDBMS such as MS SQL Server, Oracle, PostgreSQL.	
	The system should be a multi-tier, web-based system (web-based front-end for users and as well as for system administrative functions).	
	The system supports Distributed database, web and application server with support for clustering for each Municipality and the Headquarter operating independently.	
	The system should support separate Document/Image server for better management of documents for each entity	
	Design and Development- The solution should be scalable; Include addition records from other departments and a configurable user interface that enables other applications to be easily brought into the solution	
Capture		
	The system should support “repeating attributes, scanning counter, handle multi- function devices , have OCR and document recognition capabilities, document page repositioning and must support automates image enhancement	

	capabilities. It also should allow upload (export) to multiple locations	
	The system should support the importing of electronic documents, photos, and pictures from digital cameras or mobile phones. The system also has a document quality analyser feature that automatically cleans and enhances the quality of imported images.	
Indexing & Data Capture Requirements		
	The EDRMS should have batch level indexing and provide ability to endorse or imprint scanned pages with stamp or date and time. It should also read scanned documents characters using OCR.	
Searching, Retrieval and Presentation		
	The EDRMS should allow users to search for and retrieve: Content at every level of aggregation of content (class, file, sub-file, volume); and their associated metadata at any level of the classification scheme. It should allow only authorized users to access specific documents. The EDRMS should provide a search function that allows the use of all Boolean operators namely: AND; OR; EXCLUSIVE OR; NOT; in any valid combination to combine an unlimited number of search terms.	
	The system should have quality control features that allow users to clean and enhance the quality of scanned/imported images. It also allows users to verify the captured information and correct it as required. The system's quality control features include; cropping, the rotation of images, black border removal, deleting of the blank pages, noise removal, de- speckle and de-skew	
	The System should support categorization of documents in folders-subfolders just like windows interface and there is no limit on the number of folder and levels of sub folder that can be created.	
	The System should provide facilities to link related documents.	
	The system should provide search facility in the same interface so users are able to search the documents to be linked.	
	The system should have the blank page dropout feature which removes blank pages when scanning. This is always defined in the template creation/management and the scanning profile setup. The interface provides for the configuration of the Blank page removal attributes that define the desired thresholds to determine a blank page.	
	The system should provide a production-level scanning tool that can do bulk scanning of different types of documents, automatic distribution, and tracking to various users for indexing.	
Electronic Work Flows (Automation of Business Processes)		

	The system should have ability to deploy and rapidly automate a complete process. The system should come with an integrated graphical route builder that facilitates non-technical users like Business Analysts/ Process managers etc. to implement workflow of any complexity with just drag and drop function without any coding/programming effort. A complete flow chart of the process with programmed activities	
	EDRMS should provide a tool to scan/capture/register incoming correspondence such as letters, memos, circulars and applications then routes them to internal employees or management for analysis or response preparation. The documents can have attachments, such as notes or other documents	
	The system should allow users to organize documents per business needs and get a personalized view of content, Track activities at the document and folder level, and track and compare document versions, and documents version control. etc.	
	The system should allow the users to display the template fields, document types, names and information in the folder browser.	
	The system should have the ability and features for users to scan/import additional pages into existing documents stored in the repository. The "insert after" and "insert before" functionality is used for this purpose.	
	The system should allow users to check-in/check-out documents since documents that are added to a work item can be modified using the Check Out icon and the modified document can then be checked in back into the workitem using the Check In icon.	
	The system should have a document linking feature that allows users to club the related documents in one cabinet or folder pertaining to a particular task.	
	The system should allow an admin to customize Access permissions on folders, documents, and data Classes. Through this feature, a folder can be set to be either public and accessible or with limited access rights. Within the customized folders there will be documents and folder sharing with various levels of rights like read, create, modify, delete, annotate, print, etc.	
	The system should have a feature that will allow users to sort and rearrange pages in a file/folder through drag and dropping. Users will also have the ability to create a new document in a folder.	
	The system should be configured to easily import documents from the Microsoft Office 365 suite applications i.e., E-mail attachments.	
	The system should support, multiple file formats i.e., single and multi-page Tiff, Jpeg, single and multi-page pdf, bmp, xml, Html, Doc, Csv, all Microsoft office/open office file types, autocad files, mp3, mp4, avi	
	The system supports the following document life cycle activities; creation, reviews, approvals, and data archival	

	The system should support versioning of documents with facility to write version comments	
Archival of Electronic Documents		
	The archiving solution should be a unified management of both structured (complex data structures e.g. relational data) and unstructured content (any type of electronic documents e.g. documents, web content, digital assets, collaborative content, document images) of varying levels of complexity. The archiving solution should be designed by referencing the OAU framework	
Audit Trails		
	The EDRMS should keep an unalterable audit trail capable of automatically capturing and storing information about: Any action taken on any content, any aggregate or the classification scheme; The user undertaking the action; The date and time of the action The EDRMS audit trail parameters should be configurable so that administrative roles can configure which actions are automatically logged. The system should log all the actions done by individual users with user name, date, and time and the administrator is be able to generate detailed audit logs and history of the process instance.	
Reports		
	The system should allow users to output/export content and run the reports in several formats i.e. HTML, PDF, XLSX, CSV and TXT.	
	The system should provide authorized access by assigning rights and privileges to access business intelligent reports. Only authorized users can view, email, and download reports.	
Backup and Recovery		
	The EDRMS should provide or allow automated backup and recovery procedures that allow for regular backup of all or selected classes, files, Content, metadata, administrative parameters, and the audit trail of the EDRMS; and their recovery when needed. The EDRMS should allow administrative roles to schedule backup routines During the installation and configuration stage of the system, scheduled backups of the system and data should be implemented and a mirror site is created to ensure that a	

	fallback is available in the event that the main site experiences downtime.	
Retention and Disposition Schedule;		
	The EDRMS should be able to arrange retention and disposition schedules in a hierarchical structure resembling the structure of general and organization-specific retention and disposition schedules authorized by appropriate mandates. It should automatically initiate the disposition when the defined retention period expires.	
Records Management Requirements		
	The EDRMS should provide a centralized repository for records. The EDRMS should support Records Management Administration including tools to create and manage file plans, retention schedules, security, reporting, classification and auditing. The EDRMS should provide automated retention management, which supports both conditional and time-based retention rules.	
Integration		
	The EDRMS server engine should provide Web Service APIs for integration. The system should have extensive integration capabilities, allowing it to integrate with other enterprise applications, tools, repositories, and cloud storage systems through web services, out-of-the-box adapters, web APIs, and custom APIs.	
	The system should support a variety of multifunctional devices that can be used to scan documents directly into and print documents from the system.	
Security & User Management		
	The Document management system should support the definition of Users, Groups, and Roles relation in the system.	
	The system should support access permissions on Folders, documents and object level.	
	The system should support secure login IDs and passwords for each user and passwords are stored in an encrypted format in the database.	
	The system should support multiple levels of access rights and privileges (Delete/ Edit/ View/ Print/ Copy or Download).	
License		
	The EDMRS should have perpetual licenses per site i.e., at the three municipalities and the UDD Department at the State Department. Provide SLA for two years	
Data Capture Hardware Scanning Requirements		
	1 - 20-30 ppm scanner (letter size page at a speed of 300 dpi)	

	Support Black & White and Colour scanning	
	Support image clean up and enhancement	
	Support Standard scan drivers via USB 2.0	
	Daily Duty Cycle up to 300 pages	
	Auto crop	
	Image rotation	
	Colour dropout	
	Speckle removal	
	Blank page deletion	
	Duplex camera imaging	
	Auto-skew	
	Editing of document data	
	Page insertion / replacement	
	Optical resolution of 200 – 300 DPI	
	The proposed scanning solution should support the following file format; JPEG (color/gray scale images); TIFF (black and white images); JPEG 2000	
	Single and multi-page TIFF, JPEG & searchable PDF	
	Quality control: The proposed quality control system should have the capabilities of; Auto rotation, Auto scrolling, flagging documents for rescans, Re-scanning and inserting of pages/images, Edit, search, or delete metadata, Filter batches and editing of document data	
	Improve image quality e.g., through punch hole removal, noise reduction and removal of unwanted lines. Auto deletion, backup and or denotation of blank pages.	
	Indexing: The proposed scanning system should have capability of reading barcodes from raw documents (hardware barcode reader and Image barcode reader) and OCR for higher recognition ratios. The scanning system shall be able to Auto-index at both folder and subfolder (document) levels.	
	Throughput: The proposed scanning platform should handle a daily throughput of up to 200,000 documents per day/400,000 images per day (A4 landscape). The proposed scanning system should manage speeds of over 200 pages per minute/400 images per minute (A4 landscape).	
	The scanning system must generate statistics of a given job to show the following to facilitate accurate billing; Number of documents scanned, Day scanned, and batches number, and cumulative totals of both. documents and batches	

Audit Trail	The scanning system should also show the various statuses of documents during the digitization process e.g., Scanning complete, Scanning error, Batch on hold, Quality control in progress/complete.	
Training	The bidder will be required to train at least 2 system administrators (ICT staff). End-users training sessions and training materials for other 20 staff.	
Support and maintenance	24h guaranteed full support on software and hardware. Ongoing maintenance, SLA definitions and support plans.	
License	Perpetual Licensed scanning software and Drivers	
Storage	Hold storage capacity of Minimum 10 TB.	