



Terms of Reference (ToR)

Consultancy to Develop an IT Systems Strengthening Policy for Caritas Africa

1. Background

Caritas Africa is the regional body coordinating and supporting 46 national Caritas member organizations (CAMOs) across 46 African countries. As part of its strategic direction and in alignment with its mission to strengthen human development across the region, Caritas Africa has embarked on a digital transformation journey to enhance its operational efficiency, data security, and service delivery.

A comprehensive **Digital Systems Assessment** conducted by Catholic Relief Services (CRS) in 2025 identified key gaps in governance, cybersecurity, infrastructure, and digital support structures. These findings were echoed in the **2024 external audit report**, which emphasized the need for an IT policy, strengthened access controls, incident management processes, and disaster recovery planning. In response, Caritas Africa seeks to engage a qualified consultant to develop a robust **IT Systems Strengthening Policy**, which will include a dedicated section on data protection and align with international standards and regional realities.

This consultancy is **funded by a grant received from CRS** and contributes directly to the **Caritas Africa Strategic Orientation Outcome 2.1: "To improve organizational and financial resilience of the Regional Executive Secretariat (SERCAF)"**. Specifically, **Objective 2.1.1: "The Regional Executive Secretariat has strategic capabilities to provide quality services to CAMOs."**

2. Objective of the Assignment

To develop a comprehensive **IT Systems Strengthening Policy** for Caritas Africa that improves digital governance, strengthens data protection, supports secure IT operations, and enables the organization to scale its digital capabilities effectively across its Secretariat and member organizations.

3. Scope of Work

The consultant will:

1. **Review Existing Documentation**
 - Analyze the CRS Digital Assessment Report and the 2024 Audit Report.
 - Review existing Caritas Africa IT-related policies, data practices, and operational protocols.
2. **Stakeholder Engagement**
 - Conduct structured interviews and/or focus group discussions with key departments (Operations, HR, Finance, Programs, and MEAL).
 - Engage with selected Caritas Africa member organizations to ensure contextual relevance and scalability.
3. **Develop IT Systems Strengthening Policy**, including:
 - **Governance and Roles:** Centralized IT oversight structure, roles, and responsibilities.



- **Access and Identity Management:** Role-based access controls, user authentication, account lifecycle management.
- **Data Protection and Privacy:** Compliance with the **General Data Protection Regulation (GDPR)** and other international standards; safeguards for sensitive data (HR, safeguarding, travel, finance).
- **Cybersecurity Framework:** Threat prevention, endpoint protection, secure communications.
- **Incident Management:** Incident response plan, reporting processes, escalation protocols.
- **Disaster Recovery and Business Continuity:** Backup systems, restoration testing, contingency planning.
- **Training and Awareness:** Strategies to raise digital literacy and awareness among staff.
- **Monitoring and Compliance:** Mechanisms for policy review, enforcement, and improvement.

4. Validation and Finalization

- Present draft policy for review by the Caritas Africa Executive Secretariat and CRS.
- Facilitate a validation workshop (remote or hybrid).
- Finalize and submit the approved IT Systems Strengthening Policy.

4. Deliverables

1. Inception Report outlining methodology and workplan.
2. Stakeholder consultation summary and analysis.
3. Draft IT Systems Strengthening Policy.
4. Validation session materials and facilitation.
5. Final approved Policy document (in English and French).
6. Brief implementation guide or roadmap (optional but recommended).

5. Duration and Timeline

- **Start Date:** September 9, 2025
- **End Date:** October 22, 2025
- Approximate level of effort: 20–25 working days

6. Budget and Payment Terms

- Total consultancy fee: **USD 5,000**
 - Net payment to consultant: **USD 4,000**
 - Taxes withheld: **USD 1,000** (in accordance with local regulations)

Payments will be made in two installments:

- 50% upon approval of the inception report
- 50% upon delivery and acceptance of the final policy document

7. Consultant Profile



The ideal consultant (individual or firm) will have:

- Proven expertise in **IT governance, cybersecurity, and data protection**
- Demonstrated experience developing IT and digital transformation policies for INGOs or similar networks
- Familiarity with the **General Data Protection Regulation (GDPR)** and other relevant data privacy frameworks
- Understanding of the **Togolese legal, regulatory, and operational context**
- Excellent facilitation and communication skills in **English and French**

8. Application Process

Interested consultants should submit the following by **August 31, 2025**

- CV or organizational profile
- Technical proposal including methodology and timeline
- Financial proposal (confirming acceptance of the total fee and net payment)
- Examples of previous relevant work

Applications should be sent to: secaf@caritas-africa.org

Subject line: **Consultancy – IT Systems Strengthening Policy**