

Request for Proposal (RFP)

Opening Date: October 20, 2026

Closing Date: December 15, 2026

Subject: **ICT Strategy & Digital Transformation Consultancy**

Background

Afghanaid is an international non-governmental organisation (www.afghanaid.org.uk) registered in the United Kingdom with the Charity Commission (Reg. No. 1045348) and incorporated as a Company Limited by Guarantee (Reg. No. 3034888). Its registered office is located at The Busworks, Omnibus, 39–41 North Road, London N7 9DP. Since the early 1980s, Afghanaid has implemented humanitarian relief, recovery, and development programmes in Afghanistan a Memorandum of Understanding (MOU) signed with the Ministry of Economy. The organisation is headquartered in Kabul and operates through 11 provincial offices, multiple district offices, and implementing partner organisations across ten provinces. A UK office manages fundraising and external engagement activities.

We employ 436 staff, comprising 419 national hire staff, 10 international hire staff based in Kabul, and 7 UK-based staff.

Purpose & Scope of work

Afghanaid seeks to engage an independent ICT consultant or consulting firm to undertake a focused review of its ICT environment and develop a practical ICT Strategy and Digital Transformation Roadmap. The assignment will focus on strengthening operational resilience, cybersecurity, inter-office connectivity, systems integration, business continuity, and digital service delivery. The consultancy is expected to provide:

- a) Clear findings on the current ICT environment;
- b) Prioritised and practical recommendations;
- c) A high-level target ICT architecture and operating model; and
- d) A phased and costed implementation roadmap aligned with organisational priorities, capacity, and budget.

The objective is to provide Afghanaid with an implementable roadmap that supports operational continuity, informed decision-making, and future ICT investment planning.

The assignment will support Afghanaid in making informed and cost-effective ICT investment decisions by identifying priority areas for improvement, reducing operational and cybersecurity risks, strengthening inter-office connectivity, business continuity and organisational resilience, and ensuring that future ICT investments are planned, prioritised, and aligned with organisational needs and available resources. The resulting roadmap will provide a structured basis for budgeting, resource allocation, and medium-term planning.

The Consultant shall:

- a) Review Afghanaid's current ICT environment, governance, infrastructure, systems, service delivery, processes, and operational challenges;
- b) Identify risks, gaps, inefficiencies, and improvement opportunities;

- c) Assess ICT asset lifecycle management, including device assignment, inventory management, maintenance, replacement planning, procurement governance, and end-user support processes.
- d) Develop a future-state ICT operating model and high-level enterprise architecture;
- e) Recommend priority for modernization, system integration, automation, AI adoption, cybersecurity, and data governance.
- f) Establish practical governance, service management, asset management frameworks to improve accountability, service quality and organization resilience;
- g) Prepare a phased and costed roadmap to support budgeting and decision-making.

1. Existing Strategic Decisions

The following organisational initiatives are already approved and are not subject to strategic review:

- a) ERP modernisation (Microsoft Dynamics 365 Business Central);
- b) CRM development and enhancement; and
- c) Website platform development.
- d) Odoo, CRM and Microsoft Dynamics 365 Business Central integration.

The Consultant shall focus on dependencies, risks, and alignment of these initiatives within the overall ICT roadmap rather than recommending alternative platforms. The assignment does not require detailed low level system design or implementation-level specifications.

2. Current Landscape

Afghanaid operates across Afghanistan through a head office, provincial offices, district locations, and partner organisations. The organisation relies heavily on ICT systems to support programme delivery, financial management, fundraising, human resources, communication, monitoring and evaluation, and operational coordination.

- a) Over recent years, Afghanaid has invested in network infrastructure, collaboration tools, enterprise systems, connectivity, and digital capabilities. Core systems currently include:
- b) Microsoft Dynamics NAV 2013 (upgradation to Microsoft Dynamics 365 Business Central in progress);
- c) Salesforce CRM;
- d) Odoo HRMIS;
- e) Google Workspace; and
- f) Microsoft Teams.

While these systems support key business functions, they have developed over time with limited integration, creating challenges in data management, reporting, governance, operational efficiency, and service delivery. Key areas requiring improvement include business continuity, disaster recovery, cybersecurity, data protection, systems integration, service management, and operational resilience in low-connectivity and high-risk environments.

3. Strategic Priorities and Transformation Drivers

Afghanaid operates in a complex and volatile environment characterised by security risks, political uncertainty, constrained connectivity, and periodic internet disruptions that may impact field operations. These conditions require ICT systems that are resilient, secure, and capable of sustaining operations under remote, low-connectivity, and high-risk scenarios.

To support operational continuity, Afghanaid must strengthen its enterprise network architecture, inter office connectivity, collaboration tools to ensure uninterrupted communication between headquarters, provincial offices, and district-level structures, regardless of external disruptions. In parallel, the organisation must enhance its capability for secure remote working through the implementation of digitised workflow systems and standardised collaboration tools.

There is also a critical need to strengthen cybersecurity controls, data protection mechanisms, and identity and access management, including improved governance of licensed software, online accounts, and password security. These measures are essential to mitigate evolving cyber threats and reduce organisational exposure to security risks. Continued investment in staff digital capacity is required to ensure effective system adoption and operational efficiency across all user groups.

Afghanaid should also progressively expand and optimise the use of ERP capabilities across the organisation, where operationally and financially viable. In addition, the organisation must accelerate the digitisation of monitoring, evaluation, and needs assessment processes to improve data quality, timeliness, and decision-making.

As Afghanaid's digital presence continues to grow, its web and social media platforms must remain current, secure, and strategically aligned with organisational communications objectives. In parallel, there is a need to enhance donor management workflows to improve efficiency and accuracy.

Key Priorities: The following strategic priorities have been identified:

- **Network architecture, resilience, inter-office connectivity, and collaboration tools:** This includes assessment and optimisation of enterprise network architecture, connectivity between HQ, provincial and district offices, and collaboration platforms to ensure secure, reliable, and uninterrupted communication under low-connectivity, high-risk, and disruption-prone operating conditions.
- **Platform consolidation and standardisation:** The parallel use of Google Workspace and Microsoft Teams increases exposure to phishing, account compromise, and unauthorised access. There is a need to standardise collaboration and communication platforms to strengthen governance, security, and operational control.
- **Digital transformation and automation:** Develop a practical roadmap for digital transformation, workflow automation, AI readiness, and the controlled transition towards a paperless operating environment, supported by governance, change management, and user adoption.
- **Cybersecurity and resilience:** Strengthening cybersecurity governance, technical controls, identity and access management, security monitoring, vulnerability management and organisational data protection, and business continuity frameworks is essential, particularly in the context of low-connectivity environments and operational risk exposure.
- **Data protection and ethical governance:** Robust data protection, privacy, and ethical data governance frameworks must be established and enforced in line with international standards.
- **Business continuity and disaster recovery:** Formalisation and strengthening of business continuity and disaster recovery capabilities is required to ensure operational stability under disruption scenarios.
- **Capacity development:** Structured staff training and continuous digital capability development programmes are required to ensure sustainable adoption of systems and processes.
- **Information security and risk management:** Strengthening enterprise-wide information security governance and risk management frameworks is required to support organisational resilience.
- **IT service management:** Improvement of ICT service delivery, service desk operations, incident management, request fulfilment, problem management, and change management, support project managers and M&E staff, and operational governance is required to enhance efficiency, accountability, and user experience.
- **Digital alignment:** ICT systems must be continuously aligned and integrated in line with evolving technological trends and the organisation's operational and strategic priorities.

Afghanaid therefore requires independent technical expertise to assess its current ICT environment and develop strategic, technically robust, and implementation-ready recommendations for a secure, integrated, and scalable digital ecosystem aligned with organisational needs.

4. Duration of the Assignment

The consultancy shall be executed in accordance with an agreed project implementation plan, detailing clearly defined milestones, deliverables, and timelines. The overall assignment is expected to be completed within 4 months from the date of contract signing, unless an extension is formally agreed in writing by both parties. The Consultant shall ensure timely delivery of all outputs in accordance with the approved work plan and shall report progress regularly to Afghanaid's designated project manager or senior management.

5. Consultant Qualifications

The consulting firm or individual consultant must demonstrate the following qualifications, expertise, and experience:

- Experience in developing and implementing enterprise-wide ICT strategies and digital transformation plans.
- Evidence of previous assignments of a similar nature with NGOs or grant funded organisations, the firm shall provide a list of relevant clients and references, including contact details "where available".
- Proven expertise in enterprise architecture frameworks and designing integrated ICT ecosystems.
- Experience in aligning ICT architecture with operational, governance, and data management requirements.
- Knowledge and practical experience with cybersecurity frameworks, risk assessments, vulnerability management, and mitigation strategies.
- Familiarity with ISO 27001 or equivalent security standards.
- Knowledge of GDPR and internationally recognised data protection and privacy standards.
- Experience establishing data governance, privacy, and ethical information management frameworks.
- Strong understanding of digital workflows, automation, AI applications, cloud solutions, and emerging ICT technologies.
- Experience in implementing practical digital innovations that enhance operational efficiency and decision-making.
- Ability to propose training programmes to ensure sustainable adoption of recommended systems and processes.

6. Confidentiality and Data Protection

The Consultant shall treat all information, data, and documentation obtained or accessed during the course of this assignment as strictly confidential. This includes, but is not limited to, organisational records, financial data, donor information, programme details, and staff information.

The Consultant shall:

- Comply fully with Afghanaid's data protection policies and all applicable data protection laws, including GDPR.
- Ensure that all sensitive information is stored, transmitted, and processed securely, preventing unauthorised access, disclosure, or loss.
- Use the information solely for the purposes of delivering the consultancy assignment.
- Return or securely destroy all organisational data and materials upon completion of the assignment, unless otherwise agreed in writing.
- Immediately notify Afghanaid of any actual or suspected breach of confidentiality or data security.

The Consultant acknowledges that any breach of confidentiality or improper handling of data may result in legal liability and termination of the consultancy contract.

7. Evaluation and Selection Process

Afghanaid will apply a structured, transparent, and competitive evaluation process to assess all eligible proposals. Submissions will be evaluated in two stages: (i) technical evaluation and (ii) financial evaluation. Only proposals that meet the minimum technical threshold will proceed to financial assessment.

The technical evaluation will assess the bidder's understanding of the assignment, proposed methodology, and compliance with the functional and technical requirements. Financial proposals will be evaluated based on overall cost-effectiveness and value for money. Proposals will also be assessed for clarity, completeness, and alignment with the scope of work. Technical and financial proposals will be weighted, unless otherwise specified, at 70% for technical and 30% for financial evaluation. The combined score will be used to determine the most economically and technically advantageous proposal.

Afghanaid may request clarifications, conduct interviews, and require shortlisted bidders to present or demonstrate their proposed solution either virtually or in person as part of the evaluation process. Afghanaid reserves the right to accept or reject any proposal, in whole or in part, and may cancel the procurement process at any stage without incurring any liability.

8. Proposal Submission Guidelines

Interested National and International consulting firms or individual consultants that meet the above requirements should submit their applications to jobs@afghanaid.org.uk by **4:00 pm (Kabul time) on Tuesday, 15th December 2026**, including the following as the subject line: **"ICT Strategy & Digital Transformation Consultancy."** Applications without the proper subject line or submitted after the deadline will not be considered.

If you have any questions regarding this request for proposal, please email gmamiri@afghanaid.org.uk no later than **4:00 pm (Kabul Time) on Thursday, 10th December 2026** so that we have time to respond to your request before the deadline for applications.

Only qualified applications meeting the above criteria will be shortlisted. Due to the high volume of applications we receive, we are unable to respond to every application. If you have not heard from us within 2 weeks of the deadline, then you have not been successful in shortlisting.

Each proposal must include the following information:

- A detailed profile of the firm, including organisational background, relevant experience, and profiles of any technical partners or subcontractors involved in the implementation.
- A detailed financial proposal outlining consultancy fees, travel and logistical costs (if applicable), and any other professional costs associated with the assignment.
- Evidence of previous ICT assignments, including enterprise ICT strategy, digital transformation planning, ERP advisory, or ICT architecture in NGOs or humanitarian organisations.
- A list of relevant clients and references, including contact details "where available".
- firms or individual Consultant must provide abbreviated CVs for all personnel proposed for this project, clearly outlining their roles, relevant qualifications, technical expertise, and experience.

Proposals will be assessed using a structured evaluation framework that considers both technical quality and financial value. Technical proposals will be evaluated based on their understanding of requirements, methodological robustness, implementation approach, relevant experience, proposed team, and the suitability of the solution for Afghanaid's operational context. Financial proposals will be assessed for completeness, transparency, cost-effectiveness, and total cost of ownership. The contract will be awarded to the vendor offering the best overall value for money, based on the combined technical and financial scores.