TERMS OF REFERENCE (TORS) FOR CONSULTANCY SERVICES FOR THE IMPLEMENTATION OF DOWNSTREAM CHANGE MANAGEMENT FOR E-GOVERNMENT SERVICES UNDER THE UGANDA DIGITAL ACCELERATION PROJECT (UDAP)

1. Background

The National Information Technology Authority – Uganda (NITA-U) is implementing the Uganda Digital Acceleration Project (UDAP), a Government of Uganda initiative supported by the World Bank, aimed at accelerating digital transformation through improved digital infrastructure, digital public services, digital inclusion and institutional capacity.

The Digital Uganda Vision (DUV) 2040 and the Digital Transformation Roadmap (2023/24–2027/28) recognize effective change management as a key enabler for successful adoption of digital government services. Under Components 2 and 4 of UDAP, NITA-U undertook an upstream Change Management Project in 2025 which included a Change Readiness Assessment and development of a Downstream Change Management and Marketing Strategy.

The assessment identified institutional capacity gaps, limited stakeholder awareness, fragmented engagement mechanisms, and low adoption of digital public services across Ministries, Departments and Agencies (MDAs) and Local Governments (LGs). The implementation of the downstream change management strategy is therefore intended to address these gaps through structured stakeholder engagement, strategic communications, institutional capacity building and implementation of sustainable change management interventions.

To support this initiative, NITA-U intends to procure a qualified consulting firm to implement the Downstream Change Management Programme for selected e-Government services under UDAP.

2. Objective of the Assignment

2.1 General Objective

To strengthen institutional readiness and human capacity for effective delivery, sustained utilization and long-term adoption of digital public services through implementation of

downstream change management, stakeholder engagement, strategic communication interventions under the Uganda Digital Acceleration Project.

2.2 Specific Objectives

The Consultant shall:

- Build change management capacity within NITA-U and priority sector institutions.
- Train at least twenty (20) NITA-U Change Champions.
- Train at least forty (40) Change Ambassadors from selected MDAs and LGs.
- Design and implement stakeholder engagement programmes to promote adoption of digital public services.
- Conduct structured change management interventions in at least twenty (20) MDAs and twenty (20) Local Governments.
- Measure the impact of downstream change management interventions on the adoption and utilization of digital services.

3. Scope of the Assignment

The assignment shall include implementation of downstream change management interventions covering the following priority e-services under UDAP:

- Unified Messaging and Collaboration System (UMCS)
- Digital Authentication and Electronic Signature Solution (UGPASS)
- eServices Development Framework
- Ugandan Crafts e-Commerce Platform(E-commerce)
- ULearn Platform
- Personal Data Protection Office e-Service Portal

The assignment shall be implemented across selected MDAs, Local Governments and other key stakeholders identified by NITA-U.

4. Scope of Services

Task 1: Inception and Project Planning

The Consultant shall undertake a comprehensive inception phase to establish a common understanding of the assignment and develop a detailed implementation framework.

Specifically, the Consultant shall:

1. Review all relevant project documentation including, but not limited to:
    - The Uganda Digital Acceleration Project (UDAP) Project Appraisal Document (PAD);
    - The Downstream Change Management and Marketing Strategy;
    - The Change Readiness Assessment Report (2025);
    - Digital Uganda Vision 2040;
    - Digital Transformation Roadmap;
    - Existing stakeholder engagement and communication materials for the targeted e-services.
2. Hold inception meeting with NITA-U, the Project Management Team (PMT), and other relevant stakeholders to validate expectations and implementation arrangements.
3. Validate the proposed implementation methodology using internationally recognized change management methodologies including ADKAR and the McKinsey 7S Framework.
4. Prepare a detailed implementation work plan showing:
    - activities;
    - timelines;
    - milestones;
    - dependencies;
    - resource allocation;

- stakeholder engagement schedule; and
- risk management measures.

5. Develop a stakeholder mapping and engagement matrix categorizing stakeholders according to influence, interest, readiness and expected roles during implementation.
6. Develop a communication and reporting protocol for project implementation.
7. Establish baseline indicators for stakeholder awareness, e-service adoption/utilization and institutional readiness for the targeted e-services, primarily through desk review of existing data (including but not limited to the Change Readiness Assessment Report (2025), and any other prior surveys); where no credible existing baseline is available for a given indicator, the Consultant shall conduct limited primary data collection to fill that specific gap. The consolidated results framework with complete baseline values shall be submitted for review and approval by NITA-U within the inception report.
8. Prepare and submit an Inception Report for approval by NITA-U.

Deliverable 1:

The consultant shall present the inception report to NITA-U for review and approval within a week after submission. The final inception report incorporating the stakeholder's comments shall be submitted 2 weeks after contract signing.

Task 2: Development of the Downstream Change Management Action Plan

Building on the approved Downstream Change Management Strategy, the Consultant shall operationalize the strategy into a detailed implementation plan by undertaking the following:

1. Review and validate the recommendations contained in the upstream Change Management Strategy.
2. Develop a detailed Downstream Change Management Action Plan for the targeted e-services.
3. Develop institution-specific implementation plans for participating MDAs and LGs.
4. Develop stakeholder engagement plans identifying:

- engagement objectives;
- stakeholder responsibilities;
- communication channels;
- engagement frequency;
- escalation mechanisms.

5. Develop a Change Champion and Change Ambassador engagement framework.
6. Develop a Monitoring, Evaluation and Learning (MEL) Framework including key performance indicators, baseline indicators, targets, reporting templates and data collection tools.

Deliverable 2:

A detailed matrix downstream change management action plan for validation and approval after two weeks of approving the inception report.

Task 3: Stakeholder Engagement and Change Management Implementation

The Consultant shall implement stakeholder engagement interventions aimed at improving institutional readiness and ownership of digital public services.

The Consultant shall:

1. Roll out stakeholder engagement activities across at least 40 (forty MDAs and LGs).
2. Conduct at least two (2) stakeholder consultations with:
   - Accounting Officers;
   - Heads of ICT;
   - Senior Management;
   - Technical Teams;
   - Change Champions;

- Change Ambassadors;
- Development Partners;
- Private Sector stakeholders.

3. Facilitate at least two (2) structured change management workshops off site for all the targeted e-services mentioned above to build institutional commitment.
4. Establish stakeholder feedback mechanisms including surveys and focus group discussions.
5. Support Change Champions and Change Ambassadors in implementing institutional change initiatives.
6. Identify institutional barriers to adoption and recommend mitigation measures.
7. Document stakeholder concerns, lessons learned and best practices

Deliverable 3:

A Comprehensive report detailing stakeholder mapping, consultation and engagement activities undertaken, key issues and concerns raised by stakeholders and corresponding resolutions.

Task 4: Strategic Communication and Awareness

The Consultant shall design and implement strategic communication interventions to promote awareness and adoption of the targeted digital public services.

The Consultant shall:

1. Develop communication and education materials to be used for all targeted e-services.
2. Produce professional informative communication products including:
    - explainer videos;
    - animations;
    - promotional videos;
    - infographics;

- brochures;
- user manuals;
- digital guides;
- FAQs.

3. Conduct at least two (2) national awareness campaigns off site targeting priority sectors.
4. Coordinate communication activities with participating MDAs and LGs.
5. Measure effectiveness of communication campaigns through analytics and stakeholder feedback.

Deliverable 4:
Designed and implemented strategic communication initiatives, including awareness campaigns and communication materials.

Task 5: Capacity Building and Institutional Strengthening
The Consultant shall strengthen institutional capacity to sustain implementation of digital transformation initiatives.

Specifically, the Consultant shall:

1. Conduct training needs assessments for participating institutions.
2. Develop competency-based training curricula and facilitator manuals.
3. Develop e-learning and self-paced learning materials where appropriate.
4. Train the Project Management team in the following fields:

- Leadership alignment
- Resistance management
- Relationship Management
- Stakeholder Communication

5. Train at least twenty (20) NITA-U Change Champions onsite in:

- Organizational Change Management;
- Stakeholder Engagement;
- Relationship Management;
- Leadership for Change;

6. Train at least forty (40) Change Ambassadors off site at a hotel from participating MDAs and LGs.

No	MDAs/ LGs	Number of Trainees	Number of Sessions	Training Field
1	Ministry of Health	2	3	-Leadership alignment -Resistance management -Relationship Management -Stakeholder Communication
2	Parliament of Uganda	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
3	Uganda Communications Commission	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication

4	Office of the Prime Minister	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
5	Ministry of Education	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
6	National Planning Authority	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
7	Ministry of Agriculture	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
8	National Environment Management Authority	2	3	-Leadership alignment -Relationship Management

				-Relationship Management -Stakeholder Communication
9	Ministry of ICT and National Guidance	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
10	The Judiciary	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
11	Ministry of Gender Labor and social development	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
12	The National Personal Data Protection Office	2	3	-Leadership alignment -Relationship Management -Relationship Management

				-Stakeholder Communication
13	Uganda Tourism Board	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
14	Posta Uganda	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
15	Uganda Wild Life Authority	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
16	Office Of the Director Public Prosecution	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
17	Uganda Police Force	2	3	-Leadership alignment

				-Relationship Management -Relationship Management -Stakeholder Communication
18	Entebbe Municipal Council	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
19	Nansana Municipal Council	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication
20	Ministry Of Local Government	2	3	-Leadership alignment -Relationship Management -Relationship Management -Stakeholder Communication

7. Conduct Training of Trainers (ToT) programmes.

8. Provide post-training mentoring, coaching and technical support.

9. Evaluate effectiveness of training through pre- and post-training assessments.
10. Prepare comprehensive training reports after every training specified in task 5.4 and 5.5
11. Conduct structured knowledge transfer to NITA-U comprising, at minimum, four (4) handover sessions covering (i) change management tools and methodologies applied under the assignment, (ii) operation of the MEL Framework, (iii) management of communication and training materials, and (iv) sustainability of stakeholder engagement and capacity-building processes; sessions shall target designated NITA-U staff, Change Champions and Change Ambassadors; completion shall be evidenced by a Knowledge Transfer Report and signed off by the accounting officer.

Deliverable 5:

The consultant shall submit a detailed report on the training content and resource materials that have been used in the different training session.

A comprehensive training report for each training field that has been held detailing training activities conducted, participant attendance and MDAS/LGS represented, participants feedback and satisfactory levels, lessons learned, challenges encountered and recommendations for improving future trainings.

Task 6: Monitoring, Evaluation and Learning

The Consultant shall establish systems for monitoring implementation progress and measuring project outcomes.

Specifically, the Consultant shall:

1. Operationalize the Monitoring, Evaluation and Learning Framework developed in task 2.6
2. Collect baseline and implementation data as guided in task 1.7.
3. Track key performance indicators including but not limited to:
    - number of institutions engaged;
    - number of Change Champions trained;
    - number of Change Ambassadors trained;

- stakeholder participation;
- awareness levels;
- adoption and usage of targeted e-services.

4. Conduct periodic implementation reviews.
5. Prepare monthly implementation progress reports.
6. Recommend corrective actions where implementation gaps are identified.

Deliverable 6:

Submit an implementation status report detailing monitoring findings, key performance indicators and recommended corrective actions.

Task 7: Post-Implementation Impact Assessment

Upon completion of implementation activities, the Consultant shall undertake a comprehensive impact assessment. Notably, the Post-Implementation Impact Assessment and preparation of the Final Consultancy Report shall be conducted concurrently, with the Final Consultancy Report incorporating the key findings of the Impact Assessment prior to their joint submission to NITA-U.

The Consultant shall:

1. Conduct an independent post-implementation impact assessment.
2. Measure changes in:
   - stakeholder awareness;
   - institutional readiness;
   - digital service adoption;
   - stakeholder satisfaction;
   - behavioral change;
   - organizational capacity.
3. Assess achievement of project objectives and key performance indicators.

4. Document success stories, lessons learned and best practices.
5. Develop sustainability recommendations for continued implementation after project closure.
6. Conduct a reflection meeting with NITA-U and stakeholders to review overall implementation performance, key achievements, challenges encountered and recommendations.

Deliverable 7:

Submit a comprehensive Final Project Report detailing: activities undertaken, outputs achieved, performance against KPIs, challenges encountered, lessons learned and recommendations for future implementation.

5. Deliverables

Deliverable	**Timeline**
Inception Report (A detailed understanding of the assignment and detailed implementation plan)	Within two (2) weeks after contract signing
Downstream Change Management Action Plan (including communication plan, stakeholder engagement plan and MEL framework)	Within four (4) weeks after approval of the Inception Report
Audio-visual training, communication and education (IEC) for all training sessions and workshops.	Within six (6) weeks after approval of the Action Plan
Implementation Report demonstrating completion of stakeholder engagement, training, and awareness activities, and completion of the BRM Review and Improvement Guidelines.	Within sixteen (16) weeks after approval of communication materials
Post-Implementation Impact Assessment Report	Within two (2) weeks after completion of implementation

Final Consultancy Report	Within two (2) weeks after approval of the Implementation Report

Note: Upon submission of each key deliverable, the NITA-U Project Implementation Team shall review the deliverable and provide any comments for the Consultant's consideration within one (1) week of receipt. The Team shall subsequently approve the deliverable upon satisfactory incorporation of comments, where applicable. If no feedback is provided within the stipulated period, the deliverable shall be deemed approved, and the Consultant may proceed with the subsequent deliverable.

6. Duration of the Assignment

The consultancy shall be implemented over a period of **eight (8) months** from the date of contract commencement, October 2026.

7. Reporting Arrangements

The Consultant shall report to the Project Manager designated by NITA-U through the Project Management Team (PMT).
The deliverables/ outputs report shall be submitted in hard copy (2 copies each – signed and duplicate) and electronic format.
All deliverables shall be subject to review and approval by NITA-U before acceptance.

8. Consultant's Responsibilities

The Consultant shall:

- Provide all personnel required for the assignment.
- Ensure quality assurance throughout implementation.
- Facilitate the above (3) three trainings (5.6) and at least (2) two workshops for each e-service.
- Facilitate the two (2) nationwide campaigns.

- Maintain confidentiality of all project information.
- Comply with the World Bank Environmental and Social Framework, particularly ESS2 and ESS10.
- Ensure inclusive stakeholder engagement and gender-sensitive implementation.

9. Client Responsibilities

NITA-U shall:

- Provide relevant project documentation.
- Facilitate access to participating institutions.
- Coordinate stakeholder introductions.
- Timely Review and approve deliverables.
- Facilitate workshops where necessary i.e., introductions to the key stakeholders and invitations to the stakeholders for the workshops.

10. Key Experts and Qualification Requirements

The Consultant shall provide the following key personnel.

10.1 Team Leader / Senior Change Management Specialist

The Team Leader should have demonstrated experience in leading and managing organizational change management initiatives, including stakeholder engagement, communication, capacity building, change readiness assessments, and monitoring and evaluation of change interventions for large-scale transformation or digital transformation projects.

Experience

- Minimum of **7 years professional experience** in organizational change management.
- Demonstrated experience developing and implementing change management strategies and plans.
- Experience conducting stakeholder analysis, change impact assessments, and organizational readiness assessments.

- Proven ability to design and deliver communication and awareness programs.
- Experience supporting public sector reform, digital transformation, or ICT-enabled organizational change is an added advantage.
- Excellent leadership, stakeholder engagement, facilitation, and project management skills.
- Team Leader on at least three (3) similar public sector or donor-funded projects.

Qualification.

Master's Degree in Organizational Development, Change Management, Business Administration, Public Administration, Human Resource Management, Organizational Psychology or related discipline from a recognized institution.

10.2 Account Manager

Experience

- At least 7 years of professional experience in account management, client relationship management, project coordination, or programme delivery, with at least 2 years supporting large-scale ICT or digital transformation initiatives.
- Serve as the primary point of contact between the client and the project team, ensuring effective communication and timely resolution of issues throughout the downstream project implementation.
- Build and maintain strong relationships with key stakeholders to support the successful delivery of downstream initiatives and ensure alignment with project objectives.
- Coordinate with project managers, technical teams, change management specialists, and business units to ensure downstream activities are delivered on schedule, within scope, and to the required quality standards.
- Monitor project progress, identify and escalate risks, dependencies, and issues, and support the implementation of mitigation measures.
- Support stakeholder engagement, change management, and user adoption activities to ensure successful transition to new systems, processes, and ways of working.
- Monitor client satisfaction, address concerns proactively, and identify opportunities to improve service delivery and strengthen long-term partnerships.

- Ensure contractual obligations, deliverables, and service level commitments are met throughout the project lifecycle.

Qualification

Bachelor's degree in Business Administration, Project Management, Information Systems, Public Administration, or a related field from a recognized institution.

10.3 Digital Adoption and e-Government Specialist

Experience

- At least 5 years of professional experience in digital transformation, eGovernment, ICT advisory, or digital service delivery, with at least 3 years supporting public sector digital transformation programmes.
- Lead the planning and implementation of digital adoption strategies to promote the effective uptake and sustained use of digital government systems and services.
- Develop and execute digital adoption plans, including stakeholder engagement, communication, user enablement, and support mechanisms to facilitate successful implementation.
- Advise on eGovernment policies, frameworks, standards, and best practices to ensure alignment with national digital transformation objectives and international good practices.
- Assess organizational digital readiness and identify barriers to adoption, recommending interventions to improve digital maturity across beneficiary institutions.
- Work closely with business, technical, and change management teams to integrate digital adoption activities throughout the project lifecycle.
- Support the design and implementation of citizen-centric and user-focused digital services that improve accessibility, efficiency, and service delivery.
- Develop monitoring frameworks and key performance indicators (KPIs) to measure digital adoption, user satisfaction, service utilization, and benefits realization.
- Facilitate stakeholder consultations, workshops, and awareness campaigns to encourage the adoption of digital government solutions.

Qualification

Bachelor's degree in Information Systems, Computer Science, Public Administration, Digital Transformation, Business Administration, or a related field. A master's degree is an added advantage.

10.4 Strategic Communications Specialist

Experience

- Minimum of 5 years of professional experience in strategic communications, public relations, or change management communications.
- Demonstrated experience developing and implementing strategic communication for large-scale public sector, organizational transformation, or digital transformation programmes.
- Experience designing and implementing public awareness, advocacy, and behaviour change communication campaigns.
- Proven ability to develop high-quality communication materials, including communication strategies, key messages, speeches, press releases, newsletters, reports, and digital content.
- Demonstrated experience managing communication risks and providing strategic communication advice to senior leadership.

Qualification

- Bachelor’s Degree in Communications, Public Relations, Journalism, Development Communication, Marketing or related discipline.

10.5 Stakeholder Engagement Specialist

Experience

- Minimum of 5 years of professional experience in stakeholder engagement, public relations, or change management communications.

- Demonstrated experience developing and implementing stakeholder engagement plans for large-scale public sector, organizational transformation, or digital transformation programmes.
- Proven experience conducting stakeholder mapping, analysis, and engagement, including managing relationships with government, development partners, the private sector, civil society, and the media.
- Experience planning and coordinating stakeholder consultations, workshops, public engagements, and media events.

Qualification

- Bachelor's Degree in Communications, Public Relations, Journalism, Development Communication, Marketing or related discipline.

10.6 Organizational Development and Capacity Building Specialist

Experience

- Minimum of 5 years of professional experience in organizational development, institutional strengthening, capacity building, or human resource development.
- Demonstrated experience designing and implementing organizational development and capacity-building interventions for large-scale public sector, institutional reform, or digital transformation programmes.
- Proven experience conducting organizational assessments, capacity needs assessments, and institutional readiness assessments.
- Experience developing and implementing capacity-building strategies, competency frameworks, training curricula, and learning programmes.
- Demonstrated experience facilitating workshops, coaching, mentoring, and knowledge transfer initiatives for diverse stakeholders.

Qualification

- Degree in Human Resource Management, Organizational Development, Adult Education, Business Administration or related discipline.

10.7 Monitoring and Evaluation Specialist

Experience

- Minimum of 5 years of professional experience in monitoring and evaluation, performance management, or results-based management, with demonstrated experience in organizational change management, digital transformation, or institutional development programmes.
- Proven experience designing and implementing Monitoring, Evaluation and Learning (MEL) frameworks, including the development of performance indicators, data collection tools, monitoring plans, baseline assessments, and reporting systems to track programme outcomes and impact.
- Demonstrated experience collecting, analyzing, and interpreting quantitative and qualitative data, preparing performance and evaluation reports, and providing evidence-based recommendations to improve programme implementation, decision-making, and achievement of change management objectives.

Qualifications

Bachelor's Degree in Monitoring and Evaluation, Statistics, Economics, Development Studies, Project Management or related discipline from a recognized institution.

10.8 Training and Learning Specialist

Experience.

- Minimum of 7 years of professional experience in learning and development, capacity building, instructional design, or organizational development, with demonstrated experience supporting organizational change management or digital transformation programmes.
- Proven experience conducting training needs assessments and designing and delivering training programmes, including the development of training curricula, facilitator guides, user manuals, e-learning content, and other learning materials for diverse stakeholder groups.
- Proven experience developing and delivering capacity-building programmes, including end-user training and Training of Trainers (ToT), to improve change readiness, support behavioural change, and sustain the adoption of organizational transformation initiatives.

Qualification

- Bachelor's Degree in Education, Adult Learning, Human Resource Development or related discipline.

10.10 Visual and graphics Design Expert

Experience:

- Should have at least 3 years' experience in visual and graphics design.
- Should have a good understanding of the new and evolving technologies and digital platforms
- Experience in visual and graphics production from ideation to publishing.
- Fluent in oral and written English Language skills.

Qualifications.

- University degree in industrial and fine art or related areas from a reputable university.
- Training in graphics design, including the use of design software.

11. General Requirements for the Consulting Firm

The consulting firm shall demonstrate:

- A minimum of Ten (10) years of core business as a consultant in undertaking organization change management, digital transformation, stakeholder engagement or strategic communications.
- Experience of having completed at least five (5) similar assignments about nationwide sanitizations and campaigns for government Ministries, Departments and Agencies of similar scope, nature in the last Four (4) years;
- The applicant must possess the technical, managerial and logistical capacity necessary to undertake activities across multiple locations in Uganda.

12. Performance Indicators

Performance of the Consultant shall be assessed against the following key indicators:

- Twenty (20) NITA-U Change Champions trained.

- Forty (40) Change Ambassadors trained.
- Forty (40) institutions engaged.
- At least two (2) public awareness campaigns conducted.
- Post-implementation impact assessment completed.
- Demonstrable increase in stakeholder engagement and adoption of targeted digital public services.

13. Confidentiality

The Consultant shall maintain strict confidentiality of all information obtained during the assignment and shall not disclose such information to any third party without prior written approval from NITA-U.

14. Intellectual Property Rights

All reports, training materials, communication products, databases and other outputs produced under this assignment shall become the sole property of NITA-U. The Consultant shall not reproduce, publish or distribute any project outputs without prior written authorization from NITA-U.

15. Payment Schedule

Payments shall be linked to satisfactory completion and approval of deliverables as follows:

Deliverable	**Percentage**
Approved Inception Report	10%
Approved Change Management Action Plan	20%
Approved Training and Communication Materials	20%
Approved Implementation Report	35%
Approved Post-Implementation Impact Assessment and Final Report	15%

16. Applicable Standards

The Consultant shall undertake the assignment in accordance with:

- Uganda Digital Acceleration Project (UDAP) Project Appraisal Document (PAD);
- Digital Uganda Vision 2040;
- Digital Transformation Roadmap (2023/24–2027/28);
- World Bank Procurement Regulations;
- World Bank Environmental and Social Framework (ESS2 and ESS10);
- Internationally recognized change management methodologies, including ADKAR, McKinsey 7S Framework and other relevant industry best practices.