



TERMS OF REFERENCE

CONSULTANCY SERVICE
FOR
ENTERPRISE ARCHITECTURE

INSTITUTIONAL STRENGTHENING PROGRAMME

NOVEMBER 2016

1. BACKGROUND

eGov Jamaica Ltd (eGovJa) is a full service provider of ICT services such as ICT Consultancy, Data Validation, Data Centre (Hosting and Data Storage), Infrastructure Design and Development, and Software Development/Acquisition. Our mission is to transform the Government of Jamaica's (GOJ) interaction with its entities, citizenry and businesses through the enabling power of ICT.

With a mandate to provide ICT services to the entire public sector of the GOJ, eGovJa was restructured to support critical business processes of government entities and to enhance the revenue collection capabilities of the GOJ. The mandate is further expanded in the Vision 2030 ICT Sector Plan that has the following action items assigned to eGovJa:

- Implement a Brand Jamaica portal organized in product streams. (This should be done in collaboration with the Jamaica Trade and Invest.)
- Assess, re-engineer and automate key government business processes to improve facilitation and service delivery. (This should be done in collaboration with the Cabinet Office and the relevant MDAs.)
- Develop more efficient electronic systems for engagement in government-to-government (G2G), government-to-business (G2B) and government-to-citizens (G2C) transactions. This should be done in collaboration with our parent ministry, Ministry of Science, Energy and Technology (MSET).

The range and scope of the services provided by eGovJa have changed dramatically and the organisation is now required to service a larger client base. However, there has not been a commensurate increase in human and physical resources. The company is also expected to adopt the agile methodology and be effective in its delivery of services. Hence, changes in business processes will be required to facilitate same. The company must therefore assess and reengineer its business model and processes and implement appropriate governance structure arrangements to ensure that it can effectively and efficiently deliver on its new mandate.

Some of the challenges that we currently face are:-

- i. Non-integrated or inadequate solutions being implemented by Ministries, Departments & Agencies (MDAs).
- ii. No alignment of the ICT service delivery model with GOJ and MDA business needs.

- iii. Lack of a comprehensive and cohesive approach to solution acquisition across government, which often result in the duplication of ICT solutions and which does not always address the business problem.
- iv. Fragmented, costly and inefficient manner in which ICT solutions are implemented.
- v. Lack of standards in developing and deploying ICT solutions.
- vi. Slow response time and inefficiencies within the GOJ ICT.
- vii. Lack of ICT governance within GOJ.
- viii. No guidance to help MDA customers understand the full potential of existing and emerging information and communication technologies for more efficient and effective service delivery

In an effort to address some of these challenges, Cabinet approved the implementation of an ICT Governance Framework model on January 12, 2013 and further approved through Cabinet decision 28/16, the establishment of a Road Map and an Action Plan for transformation of the entire ICT services for the GOJ through the establishment of an ICT Authority. The ICT Governance Framework is a component of the GOJ's Public Investment Management system (PIMS) which manages intake for all public investment projects. In the Cabinet-approved ICT Governance Framework, all significant ICT investments must be approved by the ICT Council, supported by a Programme Portfolio Management Committee (PPMC), prior to making their way to the PIMS. The foregoing places eGovJa in a front row centre position in this transformation.

In addition, an Enterprise Architecture (EA) Department was created within eGovJa with the responsibility of carrying out enterprise architecture practices across the GOJ. However, the EA Department is currently understaffed and inexperienced (having never practiced EA before). Given our current situation, we are seeking to procure a consultancy firm that has been and is practicing Enterprise Architecture and has been successful in doing so.

At the end of the consultancy period, we expect to have a functioning Enterprise Architecture Department, where all the four main domain architecture (Business, Data, Application & Technology) are practiced with standardised and efficient processes. These processes should over time result in the following benefits (just to name a few), to the GOJ:-

- i. Alignment of IT with business strategy and requirements
- ii. Increased flexibility for business growth
- iii. Greater efficiency in IT operations
- iv. Composition of holistic solutions that address the business challenges of the enterprise
- v. Increased value for money in the acquisition of solutions
- vi. Reduced risk for future investments

- vii. (Easier) Integration of systems (ensuring that business rules are consistent across MDAs, interfaces and information flow are standardised, and the connectivity and interoperability are managed across the enterprise)
- viii. Facilitating and managing change to all aspect of the enterprise
- ix. Improvement in our time-to-market
- x. Better and more efficient decision making
- xi. Robust governance structure and guidelines that will ensure that EA guidance is followed and common strategic goals are shared (by ensuring that there is strong integration with the IT strategy, enterprise program management and portfolio management functions)
- xii. Reduced complexity in future years; (the more successful the EA process is year after year, the easier change should become ó each future state iteration becomes more evolvable than the last)

Project Funding Overview

The GOJ is the beneficiary of an investment loan from the World Bank. The Strategic Public Sector Transformation Project (SPSTP) [IBRD Loan No.-8406-JM] will, inter alia, assist in repositioning of eGov Jamaica Limited to be able to support the Public Financial Management Systems (PFMS).

The Project Development Objective (PDO) of the SPSTP is to strengthen public resource management and support selected public sector institutions in facilitating a more enabling environment for private sector growth. There are six components to the SPSTP which are:

- Component I: Strengthening the Public Investment Management System
- Component II: Strengthening the Budget Preparation Process & Results-Based Budgeting
- Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability
- Component IV: Strengthening Property Tax Compliance and Administration.
- Component V: Fostering Industrial Growth and Trade Facilitation
- Component VI: Project Management

This consultancy falls under the establishment of the Enterprise Architecture Department and is required to support the delivery of ICT services to GOJ and provide medium to long term support of the Public Financial Management systems under Component III: *Adaptive Public Sector Approaches to Promote Fiscal Sustainability* of the Strategic Public Sector Transformation Project. This component will support activities that will contribute to the sustainability of GOJ's reform process in public administration, fiscal sustainability and growth.

It is necessary to keep in mind that this project (of institutional strengthening) was initiated originally to strengthen eGovJa. The revised scope of this project has been expanded to strengthen the ICT function in the entire GOJ inclusive of eGovJa.

2. OBJECTIVES

Through this consultancy, the following objectives are expected to be met:

1. The establishment of the appropriate standards, framework and guidelines to move the Enterprise Architecture practice forward to cover the four (4) main architecture domains (business, data, application & technology).
2. Training and mentorship delivered to the architecture team so that they are capable of continuing the work after the consultancy period.
3. Delivery of a program of initiatives to build out enterprise architecture for GOJ.

3. SCOPE

In achieving the objectives outlined above, the Consulting firm is expected to engage in the actions outlined below. This scope of work is not considered exhaustive and modifications will be considered during the course of the project. All changes to the scope of work shall be formally agreed by both parties.

- i. Review the organisational scope i.e. responsibility and authority of EA
- ii. Develop the EA governance model
- iii. Assess current and determine target EA capability level
- iv. Identify business and technology drivers for optimising an EA capability
- v. Identify and engage EA capability stakeholders
- vi. Conduct stakeholder interviews
- vii. Develop current engagement model
- viii. Develop target engagement model
- ix. Review & refine EA capability vision and mission statement
- x. Review & refine EA capability goals and measures
- xi. Review & refine EA Principles
- xii. Create EA Policy
- xiii. Define architecture review process
- xiv. Create architecture assessment checklist
- xv. Identify EA governing bodies and create charters

- xvi. Develop approach to business simplification, projects and process improvements (Business Architecture)
- xvii. Define and standardise EA repository
- xviii. Develop EA Reference Standards
- xix. Identify and assist in the selection of tools
- xx. Identify and assist in the selection of an enterprise architecture framework
- xxi. Define EA artefacts and deliverables
- xxii. Create EA Communication Plan
- xxiii. Develop EA metrics
- xxiv. Develop reference architectures across domains (Business, Application, Data, Security, Infrastructure)
- xxv. Develop architecture roadmap that will help achieve target state architecture
- xxvi. Coach the architects and help them get up-to speed on the processes and best practices identified, how to prepare/develop the required artefacts and how to carry out their job as architects
- xxvii. Help socialise, fine-tune and publish EA group documentation
- xxviii. Select one initiative from the roadmap and develop architecture for same ó producing the required artefacts for the 4 main domains ó Business, Data, Application and Technology (with the assistance of the architecture team).
- xxix. Review project deliverables and provide feedback for a fixed time period (subsequent to the consultancy).

4. METHODOLOGY

The Consulting firm, through key personnel, is expected to use accepted and proven methodologies for carrying out the assignment. The Consultant should prepare a detailed methodology and work plan indicating how the objectives of the assignment will be achieved.

The work plan submitted should be aided by a work breakdown schedule showing the allocation of time to each of the key components of the project. Detailed scheduling should be provided to support the methodology outlined.

5. COORDINATION/REPORTING RELATIONSHIP

The Consultant will report to and operate under the supervision of the Director of the Project Management Division.

The Director will be supported by a Steering Committee, and will co-ordinate the review and approval of the documents prepared by the Consulting firm. The Steering Committee will have responsibility for the review and sign off of key deliverables as listed in section 6.

6. DELIVERABLES

The deliverables under this project are as specified in the table below. All documents submitted must conform to the following minimum standards:

1. Follow the draft outline that is to be submitted to, and approved by the Steering Committee prior to the deliverable being formally submitted;
2. Use language appropriate for a non-technical audience;
3. Be comprehensive, properly formatted and well presented;
4. Provide justifications for all assumptions;
5. Be presented to the Steering Committee to allow for feedback and comments;
6. Final version of deliverable to incorporate Steering Committee feedback and be submitted in electronic editable format and two hard copies.

The key deliverables under this project are as specified in the table below:

Key Deliverables	Performance Standard	Percentage (%)
1. Work plan	The Work plan is the operational document for the consultancy and is used to determine the required inputs for the development and delivery of the output of the consultancy. Work plan to be submitted one (1) week after commencement and to include broad implementation strategy, activities, projected beginning and end times for major activities.	10
2. Progress Reports	These reports shall be provided monthly to keep the company informed on the progress of the assignment. The Progress Report will provide the following: <ul style="list-style-type: none"> - Accomplishments from the prior period - Planned actions for the next period - Updates on the status of any issues affecting assignments - Issues requiring action or escalation by the Director - Risks to project and actions taken/proposed to manage those risks 	10
3. EA Deliverables	These should include but not limited to :- <ol style="list-style-type: none"> i. EA scope document ii. EA capability assessment report iii. EA stakeholder interaction model iv. Assessment of current EA engagement model v. EA capability vision and mission statements 	70

Key Deliverables	Performance Standard	Percentage (%)
	vi. EA capability goals and measures vii. EA principles viii. Target EA engagement model ix. EA Policy x. EA Metrics xi. Charters of EA Governance Board xii. Architecture review process documentation xiii. Architecture review document xiv. Communication Plan xv. Reference Architectures for the respective domains (Business, Application, Data, Security, Infrastructure) xvi. Development Plan to guide and provide assistance with the continued development and growth of the Architecture Team xvii. EA Roadmap xviii. EA artefacts from selected roadmap initiative	
4. Final Report	A final report on assignment completion to summarise work done, results achieved and proposals for next steps to be implemented.	10

6.1. “Sign-off” Procedure

The Project team for the Strategic Public Sector Transformation Programme will work with the Consultant to ensure the deliverables align with the objective of this assignment. It is also expected that the Consultant will present the deliverables to the Steering Committee.

6.2. Variations

All proposed changes to the work plan and deliverables must be discussed with the Project Sponsor, and where necessary will be submitted for approval to the Steering Committee.

6.3. Schedule of Payment

Payments for the services will be specified in the Contract

7. QUALIFICATION AND TECHNICAL EXPERTISE REQUIRED

7.1. The Consulting Firm

The Consulting firm should have the following minimum qualifications and demonstrate the experience as follows:

- a) Minimum ten (10) years experience successfully developing and implementing Enterprise Architecture capabilities of similar nature.
- b) Must have worked on minimum of three (3) projects of similar scope.
- c) Should be able to provide evidence of the validity of experience and qualification, including work done.

7.2. The Key Staff

The key staff should have the minimum qualifications and demonstrate the competencies below:

A primary and secondary resource for each component should be identified to ensure project continuity if required.

- a) Bachelor's degree in Computer Science/IT, Management/Engineering or equivalent working experience.
- b) Certifications related to Enterprise Architecture.
- c) Ability to build strong relationships relevant to the development of the organisation's profile and business.
- d) Ability to evaluate and drive change across the business to translate business requirements into actionable plans and strategies.
- e) Advanced level stakeholder, negotiation and conflict management skills.
- f) Ability to work effectively in a complex environment involving rapidly changing priorities.
- g) Advanced planning, organizational and analytical skills.
- h) Excellent interpersonal skills, maturity and good judgement and be capable of communicating with a diverse range of individuals.
- i) Ability to engage and maintain co-operation arrangements with all stakeholders in the project.
- j) Ability to deliver all reports and related outputs as may be required in a timely manner.

8. CHARACTERISTICS OF THE CONSULTANCY

<i>Type of Consultancy:</i>	Consulting Firm
<i>Duration of Contract</i>	12 ó 18 months (non-consecutive days)
<i>Place of Work:</i>	Jamaica
<i>Type of Contract:</i>	Fixed Price Contract
<i>Payment Responsibilities</i>	MOFP Project Office
NB: The contract amount includes all costs related to undertaking the consultancy.	

APPENDIX 1: Evaluation Criteria For Scoring TECHNICAL PROPOSALS

Evaluation Criteria	Maximum Points
1. Adequacy of Qualification and Experience of Consultant for the Assignment	40
1.1. Bachelor's degree in Computer Science/IT, Management/Engineering or equivalent working experience. <ul style="list-style-type: none"> • Bachelors (5%) • No Degree (0%) 	5
1.2. Experience in successfully leading the development and implementation of Enterprise Architecture of similar scope in the past ten years with at least three projects: <ul style="list-style-type: none"> • Years of experience <ul style="list-style-type: none"> ○ Ten years and over (15); or ○ Less than Ten years (10) • Number of Projects <ul style="list-style-type: none"> ○ Three or more projects, one in the last 5 years (10); or ○ Less than 3 projects, at least one in last 5 years (5). 	25
1.3. Experience in Project Management: <ul style="list-style-type: none"> • Years of experience <ul style="list-style-type: none"> ○ Five years or more (5); or ○ Two to Four years (3) • Number of projects <ul style="list-style-type: none"> ○ Three projects or more (5); or ○ One to Two projects (3); or 	10
2. Adequacy of Proposed Work Plan and Methodology in Response to TOR	30
2.1 Methodology reflects a clear understanding of the assignment and suitably responds to each element of the scope of work and deliverables	20
2.2 description of the approach to the major issues to be dealt with during the project	10
3. Understanding of Project and GoJ Requirements	20
3.1 Consultants will provide a description of the specific project goals and requirements with highlights of those which are particularly significant to the project and the delivery of services	10
3.2 The Consultant demonstrates knowledge of the Public Sector including challenges and constraints.	10
4. Professional References	10
4.1 A selected list and brief description of relevant projects completed by the firm.	5
4.2 Work submitted meet the assignment goals	5
Total	100