TERMS OF REFERENCE

MENTORSHIP & TRAINING
FOR
ENTERPRISE ARCHITECTURE

Institutional Strengthening Programme

January 2020

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 challenged 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 to implement and evolve architecture practices across the GOJ. However, the EA Department lacks the capacity and capability to deliver on that specific function at this time. Given our current situation, we are seeking to procure a mentor to provide Architecture Training and Mentorship to the Architecture team. The mentor should have experience practicing Enterprise Architecture and also be successful in doing so.

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. The project has six components. This consultancy falls under Component III: Adaptive Public Sector Approaches to Promote Fiscal Sustainability. The components of the SPSTP 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: Modernizing of the Accountant's General's Department.

- Component V: Fostering Industrial Growth and Trade Facilitation

- Component VI: Project Management

At the end of the training/mentorship period, we expect to have a functioning Enterprise Architecture Department, where all the four main architecture domains (Business, Data, Application & Technology) are practiced with a clear roadmap in place for maturity that will realise standardised and efficient architecture 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 business operations (across the GOJ)
iv. Greater efficiency in IT operations
v. Composition of holistic solutions that address the business challenges of the enterprise
vi. Increased value for money in the acquisition of solutions
vii. Reduced risk for future investments
viii. (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)
ix. Facilitating and managing change to all aspect of the enterprise
x. Improvement in our time-to-market
xi. Better and more efficient decision making
xii. 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)
xiii. Reduced complexity in future years; (the more successful the EA process is year after year, the easier change should become – each future state iteration becomes more evolvable than the last)

2. OBJECTIVES

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

1. Establishment of the appropriate standards, frameworks, policies 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 to ensure competence within the respective domain to allow them to continue the work after the consultancy period using the TOGAF framework.
3. Delivery of a program of initiatives to build out enterprise architecture for GOJ.

3. SCOPE

In achieving the objectives outlined above, the Mentor is expected to provide training and mentorship to the architecture team. This scope of work is not considered exhaustive and modifications will be considered during the course of the assignment. All changes to the scope of work shall be formally agreed by both parties.

This consultancy should facilitate the establishment of a sound Enterprise Architecture capability that enables the business of the GOJ and helps to maximise the value of investments. In doing so, the architecture team should be trained and mentored to at minimum successfully execute on the following:-

a) Develop the enterprise architecture practice
b) Develop a program of initiatives to - build out enterprise architecture for GOJ and contribute to the greater efficiency of both the GOJ business and IT operations. From this, at least one (1) initiative should be selected, and the architecture for same developed using the TOGAF framework.

The following includes some of the activities that the Consulting Firm is expected to provide assistance and guidance with, in order to develop the competences of the architecture team:-

i. Define the role and function of Enterprise Architecture within the enterprise
ii. Define the responsibility and authority of EA
iii. Develop the architecture governance framework
iv. Develop the EA Policy
v. Develop architecture standards
vi. Develop the EA Engagement Model
vii. Development of EA Standards
viii. Create EA Communication Plan
ix. Identify & develop EA artefacts and deliverables (this includes understanding when to produce then, who is the target audience, how they will be used, etc)

    x.   Identify and standardise EA tool and architecture repository

    xi.   Identify business and technology drivers to optimise the EA capability

    xii.   Deliver on business strategies

    xiii.   Review & refine EA Principles

    xiv.   Define and execute architecture review process

    xv.   Communicate, collaborate and negotiate with stakeholders (at the different levels)

    xvi.   Conduct stakeholder interviews and workshops

    xvii.   Deliver EA outcomes and results

    xviii.   Develop approach to business simplification, projects and process improvements (Business Architecture)

    xix.   Socialise, fine-tune and publish of EA group documentation

The Consulting Firm will be required to review all deliverables and artefacts produced by the team and provide feedback during the engagement and also for a fixed time period (as agreed) subsequent to the consultancy.

4. METHODOLOGY

The Consultancy is expected to use accepted and proven methodologies for carrying out the assignment. The Consultancy shall 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. Detailed scheduling should be provided to support the methodology outlined.

The Mentor/Trainer although not required to be on location everyday, it is desirable that face-to-face mentorship and consultations be available. This should be decided and agreed on by both parties, as it will depend on the areas of interest that is being covered. Where the Mentor is not on location, he/she should be available for consultation during regular working hours (Mon-Fri 8:00am – 5:00pm) via available and agreed electronic media.

5. COORDINATION/REPORTING RELATIONSHIP

The Mentor will report to and operate under the supervision of the Chief Executive Officer (CEO).

The CEO 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. The

Consulting Firm will be required to attend some of the meetings (whether in person or via video conferencing), at a frequency to be determined and agreed on.

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 CEO 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 in a format to allow for feedback and comments;

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

Key Deliverables	Performance Standard
1. Work plan	The Work plan is the operational document for the mentorship and training program and is used to determine the required inputs for the development and delivery of the output of said mentorship and training program. 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.
2. Monthly 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: i. Accomplishments from the prior period ii. Planned actions for the next period iii. Updates on the status of any issues affecting assignments iv. Issues requiring action or escalation by the CEO v. Risks to program and actions taken/proposed to manage those risks
3. EA Training	Architecture introductory level classes covering all four (4) domains (Business, Data, Application & Technology) in accordance to the work plan.
4. Architecture Program of Initiatives	Architecture program of initiatives to build out the architecture capability – which will contribute to the greater efficiency of both

Key Deliverables	Performance Standard
	the GOJ business and IT operations.
5. Architecture Work Packages for selected initiative	Using TOGAF 9, assist and guide the architecture team in developing the architecture of the initiative selected from the Program of Initiatives. This should include all architecture deliverables and artefacts as per work plan and as agreed on.
6. Final Report	A final report on assignment completion to summarise work done, results achieved and proposals for next steps to be implemented.

5.1. "Sign-off" Procedure

The CEO of eGov Jamaica Ltd will work with the Consulting Firm to ensure the deliverables align with the objective of this assignment.

5.2. Variations

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

5.3. 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:

a) At least 5 years experience in working with large organizations to deliver on similar scope.

b) The Consultant will meet the minimum score of 70% in relation to the criteria listed in the Appendix.

7.2 Key Skills/Qualifications

The firm must provide key personnel with skills and/or qualification in the areas outlined below to deliver on the scope of work.

a) Bachelor's degree in Computer Science/IT, Management/Engineering.

b) TOGAF certification.

c) Practicing architect with a minimum of ten (10) years experience and the requisite skills to deliver on the scope.

d) Ability to build strong relationships relevant to the development of the organisation's profile and business.

e) Ability to evaluate and drive change across the business to translate business requirements into actionable plans and strategies.

f) Advanced level stakeholder, negotiation and conflict management skills.

g) Ability to work effectively in a complex environment involving rapidly changing priorities.

h) Advanced planning, organizational and analytical skills.

i) Excellent interpersonal skills, maturity and good judgement and be capable of communicating with a diverse range of individuals.

j) Ability to engage and maintain co-operation arrangements with all stakeholders in the project.

k) Ability to deliver all reports and related outputs as may be required in a timely manner.

l) Ability to communicate fluently in English, both oral and written.

8. CHARACTERISTICS OF THE CONSULTANCY

Type of Consultancy:	Firm
Duration of Contract	6 - 12 months (non-consecutive days)
Place of Work:	Jamaica
Type of Contract:	Fixed Price Contract
Payment Responsibilities	eGov Jamaica Ltd
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 the Consulting firm for the Assignment*	*20*

	1.1. The Consulting firm has experience in working with organizations to deliver similar scope in the past 5 years:
	
	• *At least 5 years experience providing enterprise architecture services to organizations:*
	   ○ *5 or more years [15]*
	   ○ *Less than 5 years [0]*
		15

	1.2. Evidence of the validity of experience and qualifications working on a project of similar scope in an IT environment	*5*
2.	**Adequacy of Qualification and Experience of the Consultant for the Assignment**	*35*

	1.3. The Consultant has experience in successfully delivering training and mentorship in Enterprise Architecture of similar scope in the past 10 years with at least three (3) different entities:
	• Years of experience
	   ○ 10 years and over [12]; or
	   ○ 5-9 years [8]
	   ○ 1-4 years [4]
	
	• Number of Entities/Engagements
	   ○ 3 or more entities, one in the last 5 years [8]; or
	   ○ Less than 3 similar assignments, at least one in last 5 years [5].
		20

	1.4. Evidence of the validity of experience and qualification, including work done.	*5*
	1.5. Consultant has Bachelor's degree in Computer Science/IT, Management/Engineering. • Bachelors [5] • No Degree [0]	*5*

	1.6. Consultant has Experience in Project Management:
	• Years of experience
	   ○ 5 years or more [3]; or
	   ○ 3-4 years [2]
	• Number of projects
	   ○ 3 projects or more [2]; or
	   ○ 1-2 projects [1]; or
		5

3.	*Adequacy of Proposed Work Plan and Methodology in Response to TOR*	*25*
	2.1 Methodology and approach reflects a clear understanding of the assignment and suitably responds to each element of the scope of work and deliverables	15
	2.2 Work Plan / Methodology covers all the major activities to be dealt with during this assignment	10
4.	*Understanding of Project/Assignment and GOJ Requirements*	*10*
	3.1 Consultant provides a description of the specific goals and requirements with highlights of those which are particularly significant to the assignment and the delivery of services	*7*

	3.2 The Consultant demonstrates knowledge of the Public Sector including challenges and constraints.	*3*
5.	***Professional References***	**10**
	4.1 A selected list and brief description of relevant assignments of a similar nature completed by the Consultant.	5
	4.2 Work submitted meet the assignment goals	5
	Total	**100**

The Degree Of Responsiveness to the Requirements

1. The Procuring entity will assess the Consulting Firm's response to each requirement as follows:

Degree of Responsiveness	*Score*
Excellent	*95 - 100%*
Very Good	*80 - 94%*
Good	*70 - 79%*
Satisfactory	*60 - 69%*
Poor	*50 - 59%*
Unsatisfactory	*0 - 49%*

2. The degree of responsiveness will be used to determine what percentage of the maximum scores allocated for each requirement is attained by each bidder.

3. As part of the evaluation process, short-listed bidders will be expected to participate in an interview.