Request for Proposals

Defining the Enterprise Architecture Landscape in Sierra Leone

March 30, 2022

About DIAL

The Digital Impact Alliance (DIAL) is a "think, do, replicate" tank that investigates digital transformation best practice at the national, regional, and global level. DIAL combines practical research with evidence-based advocacy to identify which digital efforts work, package them as re-usable solutions, and encourage their use. DIAL is funded through a collaboration among the Bill & Melinda Gates Foundation, the United Kingdom's Foreign & Commonwealth Office (FCDO) and the Swedish International Development Cooperation Agency (SIDA), and hosted within the UN Foundation in Washington, D.C.

In its new Strategic Plan period, 2021-2026, DIAL is providing more direct support to national governments, beginning with one country in 2021, to enable more low- and middle-income countries to embark on and accelerate a whole of society approach to digital transformation and responsible data use. DIAL believes that if more countries can demonstrate that their digital and data transformation investments improve service delivery, then new countries can accelerate their own digital transformation and responsible data use journeys.

Background

In December 2019, DIAL formalized its partnership with the Smart Africa Alliance for a Digital Economy Initiative to support Smart Africa Member States on national digital transformation and responsible data use efforts.

In April 2021, DIAL partnered with the Government of Sierra Leone (GoSL) to provide support for digital government and help accelerate the creation of an inclusive digital economy. GoSL is keen on leveraging digital technologies to enhance service delivery to its citizens and residents. This commitment is reflected in the draft National Digital Development Policy (NDDP) and National Digital Development Strategy (NDDS) with a vision to transform Sierra Leone into a digitally empowered society and knowledge economy.

The Sierra Leone Digital Economy Diagnostic report released by the World Bank in 2020 revealed that although the government has implemented a number of key applications—such as Integrated Financial Management Information System (IFMIS), Automated System for Customs Data (ASYCUDA), and Integrated Human Resources Management System (IHRMS)—their systems are not interoperable.

From a citizen standpoint, government ministries, departments and agencies (MDAs) are operating in a very fragmented way, requiring interaction with multiple MDAs in order to get requests satisfied. Delays in service delivery, lack of transparency about the procedures involved in service provision, the need to fill and refill forms containing the same set or subset of data, and the inability to obtain detailed information about the status of execution of a particular service through different access channels evidence this lack of interoperability.

The Need for Enterprise Architecture

The GoSL has identified the need to have a whole-of-government (WoG) Information and Communications Technology (ICT) Enterprise Architecture (EA) to provide the foundation for digital transformation to ensure convergence and coherence of all e-government services. A WoG EA will enable MDAs to collaboratively provide seamless services and maximally leverage existing investments. In continuation to the efforts towards digitalization of the economy, the GoSL has formed a cross-sectoral EA Technical Working Group. The group has developed an EA framework called Sierra Leone Government Architecture (SLGEA), tailoring the TOGAF 9.2 framework to the EA needs of Sierra Leone's government enterprises.

The essence of the SLGEA is to develop a holistic approach in reimagining government and designing appropriate architectures that are consistent, interoperable, future-proof, and facilitate an unbounded information flow for efficient delivery of services. Research shows that there are very few successful implementations of EA globally—especially in the public sector. Thus, the approach to establishing **ONE** government eco-system must be carefully planned and delineated to mitigate the risks and derive the maximum benefits of an enterprise approach.

The SLGEA framework was designed to support the delivery of more consistent, cohesive government services to citizens, and promote cost-effectiveness in the government's delivery of ICT services. The framework:

- Provides a common language for MDAs involved in the delivery of cross-government services;
- Reduces costs and enhances collaboration by supporting the identification of duplicate, re-usable, and sharable services;
- Assists in describing and analyzing ICT investments to establish a basis for the objective review of investment by government; and
- Assists in transforming the GoSL to become more citizen-centric, results-oriented, and market-based by enabling more cost-effective, timely delivery of ICT services through a repository of standards, principles, and templates that assist in the design and delivery of ICT capability, and, in turn, business services to citizens.

Process and Steps

The first step in the SLGEA is to understand the current capability and readiness of the MDAs to engage with EA work. DIAL intends to engage a consultant/firm to carry out an EA Capability Maturity Assessment of selected MDAs by measuring their capability using four dimensions: People, Process, Technology, and Resources.

The table below provides a brief description of the dimensions:

Dimension	Description
People	This is meant to assess whether there exists an overarching political desire and an executive capacity to undertake what obviously is likely to be an arduous journey, and the persistence to overcome problems enroute
Process	This is about knowing the readiness of the MDA to take game-changing decisions, adopting global best practices, a keenness to enhance the citizen-centricity, efficiency, transparency, and above all, an ecosystem empowered to take quick decisions in the overall interests of the EA program
Technology	This involves gauging the technological maturity of the enterprise, in terms of the availability of enterprise-wide infrastructure and systems, well-established network of service delivery channels and a clear roadmap for adoption of emerging technologies
Resources	This looks at the existing budgetary resources, the recent trends of IT spend of the MDA and the political commitment to provide the necessary budget support as needed

The second step is to develop SLGEA Reference Models to help government ministries, departments and agencies adopt a structured approach for developing their enterprise architecture to support ICT enabled transformation across the Sierra Leone government. It is envisaged that there will be a **minimum of seven (7) reference models**. The reference models document would leverage the building blocks specifications from GovStack and document the best practices for government IT practitioners to make effective design and technology choices.

The table below provides an overview:

Document	Description
Business Reference Model	Defines a business architecture framework and associated standards providing guidance on how new business services should be modelled, defined, developed, monitored and continuously improved throughout the service lifecycle
Information Reference Model	Describes the information exchange architecture approach and standards for sharing information data sets across government agencies
Application Reference Model	Describes the application reference architecture and standards to be used to create applications supporting government services
Infrastructure Reference Model	Describes the infrastructure reference architecture and standards that will be the foundation for building application components and business services
Security Management	Provides the GEA context to the related security and privacy requirements for government agencies
Service Management	Defines the framework for managing ICT services that are required to support the delivered services
Governance Model	Defines the architecture governance framework to ensure effective adoption and evolution of reference architecture models across all government agencies

The GoSL is currently in the process of finalizing the National Digital Development Strategy and its implementation is dependent on enterprise architecture. The Government EA Technical working group is also in the process of defining architecture vision and principles to inform and guide the Architecture Development process. It is expected that there will be a linkage between the Architecture principles, GovStack building block specifications, SLGEA reference models and EA blueprint.

Expected Outcomes

The expected outcomes include:

- An EA Capability Maturity Assessment Report on the current EA landscape of the GoSL, including a landscape of current government public digital solutions and their level of interoperability to assess how fragmented the landscape is;
- A strategic blueprint for the implementation of the GoSL's EA aligned with the NDDS to realize their digital transformation vision; and
- Government EA reference models developed to extract more value from the EA.

Scope of Work

Objectives

The main objectives of this consultancy are to:

- Assess the EA capability maturity for the GoSL to implement an EA in selected MDAs
- Develop reference models and the SLGEA blueprint for EA implementation

Activities

The activities to be performed by the contractor include the following:

Task 1: Assess the EA capability maturity of selected MDAs through analyzing the IT infrastructure (Baseline IT Architecture vs. Target IT Architecture) and assessing the current maturity level

Sub-tasks include but not limited to:

- Determine the target maturity level that would have to be achieved to realize the Target IT Architecture
- Determine an intermediate target that would be achievable in a lesser timeframe

Below is a tentative list of selected government MDAs:

SN	Ministry / Department/ Agency	SN	Ministry/ Department / Agency
1	National Public Procurement Authority	11	Ministry of Technical & Higher Education
2	Immigration Department	12	National Electoral Commission
3	Human Resource Management Office	13	Ministry of Basic & Secondary School Education
4	Ministry of Health & Sanitation	14	Office of the President
5	Sierra Leone Road Safety Authority	15	Cabinet Secretariat
6	National Social Security & Insurance Trust	16	Bank of Sierra Leone
7	National Revenue Authority	17	Directorate of Science, Technology & Innovation
8	National Civil Registration Authority	18	Ministry of Information & Communications
9	Ministry of Finance	19	TBD
10	Statistics Sierra Leone	20	TBD

Task 2: Develop reference models

The reference model(s) will define a common taxonomy and ontology for describing government information systems. Collectively, the reference models will comprise a framework for describing important elements of the SLGEA in a common and consistent way. The consultant will develop a minimum of seven (7) SLGEA reference models that would lead to an EA blueprint to facilitate cross-government digital services delivery though the efficient use of Information Systems (IS).

Task 3: Develop Architecture Blueprint

A strategic blueprint to guide government MDAs on EA practices. Branded as SLGEA, it is envisioned that the blueprint will define a common framework and methodology to be adopted by public sector agencies in Sierra Leone. The blueprint will be used by government IT practitioners to design and implement digital initiatives in a common and consistent way.

Deliverables

1. EA Capability Maturity Assessment Report
2. EA Reference Models
3. Sierra Leone Government EA Blueprint

Reference Documents

Sierra Leone Digital Economy Diagnostic
DIAL 2021-2026 Strategic Plan: Digital Beacons

Activity Schedule

#	Activity	Effective Working Days	Output
1	Preparation/debriefing, including (a) familiarizing with relevant GoSL digital transformation materials, and (b) holding two half-day meetings to plan the schedule for assessment	4 days	The Consultants are familiar with the GoSL digital transformation programs and the deliverables
2	Conduct EA Capability Maturity Assessment of 20 MDAs and develop report on "As Is" and "To be"	35 days	EA Capability Maturity Assessment Report
3	Develop EA Reference Models (minimum 7)	21 days	EA Reference Models
4	Develop guide on ONE Government Enterprise Architecture Blueprint	30 days	SLGEA Blueprint
	Total Number of Effective Working Days	**Up to 90 days**	

Deliverables Timetable

#	Milestones/Deliverable	Estimated Completion Date
1	Kick-Off Meeting	6 June 2022
2	EA Capability Maturity Assessment Report	29 July 2022
3	EA Reference Models	26 August 2022
4	Sierra Leone Government Enterprise Architecture Blueprint (Aligning People, Process, and Technology)	14 October 2022

Period of Performance

Consultant contract will begin on or around **June 1st, 2022**. During this time, DIAL anticipates a close working relationship with the chosen vendor.

Proposal Submission Requirements

Proposal submissions, which may be created in Word, PowerPoint, or a combination of the two, must include the following components. Submissions should not exceed **15 pages** in length, including the annexures and appendices. Respondents may include additional elements as needed.

- **Proposed approach:** Describe how you would approach the deliverables and related activities in the previous section
    - Demonstrate understanding of the project objectives
    - Describe approach and methodologies, as applicable
    - Describe project management approach, including timeline and any recommended updates to timeline provided above, including timing and level of effort on the part of the DIAL team, e.g., to participate in scoping and requirements workshops, iteration junctures, etc.

- **Staff and team structure:** Provide some background on your firm, identify the team structure, including roles, responsibilities, and key staff. Please disclose any plans to use third-party vendors.

- **Relevant experience:** Evidence of similar engagements
    - Demonstrate firm and key participants' experience relative to the scope of work, providing at least three (3) examples of similar work

- **Budget:** Provide a detailed budget, including assumptions and costs and level of effort for staff and any sub-contractors
    - Provide professional fees budget, including cost and level of effort per staff member
    - Provide separate line item for any sub-contractors
    - Provide expenses budget by type of expenses, e.g., travel, international exam fees for participants, etc.
    - Travel estimates should indicate the anticipated destination and duration of each trip

- **References:** Provide names and email addresses of at least two (2) prior clients willing to discuss their experiences working with you.

Submission Format

- All submissions must be delivered electronically with the subject line "Digital Impact Alliance (DIAL) Defining Enterprise Architecture Landscape in Sierra Leone – Company Name."
- Please send all proposal submissions to RFP@digitalimpactalliance.org
- In case respondents encounter a problem submitting, please contact Theresa Nyamupachitu at tnyamupachitu@digitalimpactalliance.org

Submission Timeline

- All submissions are due on **Friday, April 15th, 2022, by 5:00 PM ET**
- Questions and clarifications will be communicated to respondents on an ongoing basis
- The selected respondent will be notified by **April 25th, 2022**

Questions and Answers

Please forward any questions to RFP@digitalimpactalliance.org. DIAL will make every effort to respond to questions within 24 hours and may choose to share the questions and answers from these bilateral discussions with other Respondents.

Evaluation Process

DIAL will review all written proposals and may request a phone or in-person interview and/or updated submission to address questions or provide clarification. The evaluation committee will use the following criteria to evaluate candidates' responses.

Technical Evaluation Criteria

The technical proposal will be evaluated for technical compliance based on the table below. The minimum score required for technical compliance is 70 points. The maximum technical score possible is 100 points.

The selection decision will be based on the following criteria:

Criteria	Score (1-5)
1. Subject Matter Expertise	
Expertise of the consultant. Range and depth of experience with similar projects and contexts	
Expertise of pool of facilitators: General/relevant Qualifications for the project	
2. Approach & Delivery	
Consultant's Viability: capacity to provide the needed managerial expertise and technical resources; Understanding of, and responsiveness to DIAL's requirements; Completeness of response	
Design, facilitation and evaluation methods, practices, and pedagogies that guide the tendering organization's overall approach meet the services described in this RFP.	
UN/Public Sector/Non-Profit and/or Multi-cultural global organization experience	
Experience working with emerging markets and the field of global development	
3. Project Management	
Demonstrated understanding of their proposed scope of work, including overall project structure and how their scope of work relates to other consultants	
Achievable action plan that will deliver the project on time and on budget	
Effective staffing and/or team structure, clear definition of the roles and interactions with DIAL's Project Delivery Team	
Thoughtful risk identification and mitigation strategies	
4. Value	
The proposed pricing demonstrates a competitive price and good value for money	
Cost reasonableness, including demonstration of researched costs	

Intent and Disclaimer

This RFP is made with the intent to identify a consultant to deliver results as described in this RFP. Issuance of this RFP does not obligate DIAL to award a resulting contract and any costs incurred in preparation of a proposal is the sole responsibility of the respondent.

In submitting a proposal, the respondent certifies that information contained therein is truthful and accurate to the best of the respondent's ability. Should any information later be found to not be in-line with this certification, DIAL reserves the right to terminate any resulting contract(s) and/or select an alternative contractor. DIAL assumes it can be confident in the Consultant's ability to deliver the product(s) and/or service(s) proposed in response to this RFP.

If DIAL amends the RFP, copies of any such amendments will be sent to all respondents.

DIAL is partially funded by SIDA with a commitment to women and non-US owned organizations, DIAL will consider all proposals in consideration of the selection criteria but will give preference to women and non-US owned businesses.

Contract Terms

The UN Foundation/DIAL will negotiate contract terms upon selection. A copy of the contract terms and conditions will be provided upon pre-selection. All contracts are subject to review by UN Foundation's Business Services Budget Reporting (BSBR) team. Once a draft contract is reviewed by BSBR, DIAL's Program Manager will contact the Vendor. The project will start upon the execution of the contract. The contract will outline terms and conditions, scope, budget, and applicable flow-down terms proscribed by the funding partners and the UN Foundation.

Release

Consultant understands that DIAL has chosen to solicit an RFP for consulting services, and that consultant's response does not guarantee that DIAL will enter into a new contract with Consultant or continue any current contract(s) with Consultant.

Consultant agrees that DIAL may, in its sole discretion:

- Amend or cancel the RFP, in whole or in part, at any time
- Extend the deadline for submitting responses
- Determine whether a response does or does not substantially comply with the requirements of the RFP
- Waive any minor irregularity, informality or nonconformance with the provisions or procedures of the RFP
- Negotiate with all consultants UNF deems acceptable
- Issue multiple awards
- Copy the responses

This RFP is not an offer to contract. DIAL assumes no responsibility for Consultant's cost to respond to this RFP. All responses become the property of DIAL.

The Consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

Consultant represents that it has responded to the RFP with complete honesty and accuracy. If facts provided in Consultant's response change, Consultant agrees to supplement its response in writing with any deletions, additions, or changes within ten (10) days of the changes. Consultant will do this, as necessary, throughout the selection process. Consultant understands that any material misrepresentation, including omissions, may disqualify it from consideration for a contract award.

Consultant understands it may receive proprietary and confidential information from DIAL during the RFP process ("Confidential Information"). Consultant agrees to not use Confidential Information for any purpose other than its participation in the RFP process and to not reveal Confidential Information directly or indirectly to any other person, entity, or organization without the prior written consent of DIAL. Consultant further agrees to exercise all reasonable precautions to maintain the proprietary and confidential nature of Confidential Information where it can best demonstrate its value and capacity to delivery ecosystem-wide, meaningful value.

Intellectual Property (IP) Considerations

DIAL's mission is to create public goods that enable a more efficient digital economy for everyone's common benefit. To serve this goal in partnership with other organizations and individuals, DIAL funds the development of important hardware and software, databases, computer protocols, research and useful industry standards.

Intellectual property ("IP") is at the heart of all things creative and inventive. DIAL's IP policy is shaped by our key funders' (i.e., the Bill and Melinda Gates Foundation (BMGF), Foreign, Commonwealth and Development Office (FCDO) and the Swedish International Development Cooperation Agency (Sida) policies. DIAL's work products thus must comply with BMGF's "Open Access" policy. Further, any IP DIAL funds should be licensed for free use worldwide. This is accomplished through open source and Creative Commons licensing and by open standards, unencumbered by restrictive copyrights and patents.

The scope of work for this project and deliverables will, as such, abide by DIAL's intellectual property (IP) policy and its donor' compliance requirements. If special considerations are required, DIAL will negotiate those on a case-by-case basis with selected vendors.

As required by its donors, DIAL is committed to "Global Access". As such, DIAL will ensure that knowledge and information gained from any project and any deliverable produced will be prompt and broadly disseminated under a creative commons license, and any funded developments will be made available at an affordable price to:

- People most in need within developing countries and /or
- In support of the U.S. educational system and public libraries, as applicable

DIAL will take into consideration consultants' intellectual property issues as part of the selection process.