Call for Proposals

Government Enterprise Architecture Capability Training

16 November 2021

dial Digital Impact Alliance

About DIAL

The [Digital Impact Alliance](#) (DIAL) is a 'think, do, replicate' tank that investigates digital transformation best practices 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 them, the Bill & Melinda Gates Foundation (BMGF), the United Kingdom's Foreign and Commonwealth Office (FCDO) and the Swedish International Development Cooperation Agency (Sida). DIAL is hosted within the [United Nations Foundation](#) in Washington, D.C, United States of America.

In its [Strategic Plan](#) 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.

The Government of Sierra Leone is keen on leveraging Information and Communications Technology (ICT) to deliver quality services to its citizens. This commitment is reflected through the development of a 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](#)[1] 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), Integrated Human Resources Management System (IHRMS) etc., these systems are not interoperable.

From a citizen standpoint, government ministries and agencies are operating in a very fragmented way, compelling citizens to interact with multiple ministries/agencies to get their 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, are evidence of the lack of interoperability.

The Need for Enterprise Architecture

GoSL has identified the need to have a Whole-of-Government (WoG) 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 government Ministries, Agencies and Departments (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-sectorial 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 Government Enterprises.

The essence of the SLGEA is to develop a holistic approach to reimagining government and designing appropriate architectures that are consistent, interoperable, future-proof and facilitate a

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[1] https://openknowledge.worldbank.org/handle/10986/35805

seamless information flow for the efficient delivery of services. Research shows that there are very few successful EA implementations globally, especially in the public sector; hence the route to establishing a ONE Government ecosystem must be carefully planned and delineated to mitigate the risks and to derive the maximum benefits of an enterprise approach.

The intent of the SLGEA framework is to assist in the delivery of more consistent and cohesive services to citizens and support cost-effective delivery of ICT services by GoSL, providing a framework that:

- **Provides a common language** for ministries and agencies involved in the delivery of cross-government services;
- **Enhances collaboration:** supports the identification of replicable, re-usable and sharable services;
- **Assists in describing and analyzing IT investments:** provides a basis for the objective review of investment by government; and
- **Assists in transforming government (citizen-centric, results-oriented, market-based):** enables more cost-effective and 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.

DIAL intends to engage a consultant/firm to train the GoSL EA Technical Working Group in areas such as: project management, IT service management, enterprise architecture, IT governance, etc.

Scope of Work

Assignment Objectives
The main objective of this consultancy is to build the GoSL EA Technical Working capacity to design architecture reference models that support and sustain government digital transformation efforts. This will be achieved by equipping the EA Technical working group with the knowledge and tools to use Building Blocks, the Stakeholder Management Technique, the TOGAF Content Metamodel, the TOGAF Technical Reference Model, and the Integrated Information Infrastructure Reference Model. The targeted audience is forty (40) Heads of IT and Deputies of Sierra Leone Ministries Agencies and Departments.

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

1. **Preparation (up to fourteen (14) working days)**
   - Familiarize with the GoSL digital transformation journey (desk study and consultations).
   - Hold two (2) planning meetings with DIAL and the Ministry of Information and Communication (MIC) to scope the needs of GoSL.
   - Prepare and develop tailor-made training agenda/content. The contents of the training will be shared with DIAL and MIC for inputs and finalization.
   - Prepare and submit a project inception report that includes an assessment of training objectives aligned with SLGEA needs and GoSL goals, delivery plan, training approach/techniques, roles and responsibilities and timelines.

2. **Implementation (up to thirty-three (33) working days)**
   The first part of the implementation involves facilitating a series of trainings divided into the following:
   - **IT Project Management (ten (10) days split into two (2) batches of five (5) days each)**
     - Course shall include the PRINCE2 (Foundation and Practitioner); and
     - Other examples include Portfolio Management, Program Management, Risk Management, detailed overview of PRINCE2 in practice.

- **IT Service Management & Agile (ten (10) days split into two (2) batches of five (5) days each)**
  - Courses shall include the ITIL® 4 Specialist: Create, Deliver and Support; and
  - SCRUM, KANBAN and other Agile Methodologies and Frameworks.
- **Enterprise Architecture & IT Governance (ten (10) days split into two (2) batches of five (5) days each)**
  - Course shall include TOGAF 9.2 Combined level 1 and level 2; and
  - COBIT@5 Foundation.

3. **Remote Coaching and Advising (up to fifteen (15) working days)**
   To ensure that participants can transfer the newly acquired skills into their daily work and to further develop architecture artefacts. The consultants will offer the following services:

- Methodological coaching of participants (regarding questions of templates, new methods, application of methods, addressing hurdles in the implementation of the new methods);
- Product and service design to help the teams to finetuning their prototypes and to develop their prototypes into real service lines; including consulting on questions of procurement, strategy, advising on terms of reference, etc.;
- Business model innovation (lean canvas, business blueprints, etc.) to help launch new or amended business models – this can include detailed coaching such as cost structures, cost-benefit analysis, etc.;
- Support participants in preparing to pitch their ideas to management / stakeholders; and
- The days of coaching will be allocated in alignment with DIAL / MIC team.

Delivery Methods
The Contractor shall deliver the courses using at least one of the following methods:
- **On-site:** delivery of on-site training at Freetown, Sierra Leone; or
- **Online:** virtual classroom or workshop (for only selected course modules to be agreed on).

The Contractor may offer additional/innovative methods of delivery, which can be leveraged by the Government of Sierra Leone. The services and deliverables provided by the Contractor may be used by, or shared with, all the Government of Sierra Leone IT staff. DIAL may decide at reasonably short notice which training mode is to be used for a specific requirement.

General Requirements of the Training Courses
- The Contractor shall conduct all training courses and assessments and provide all course material in the English language.
- The Contractor shall provide on-site courses in Freetown, Sierra Leone for audiences of an average class size of twenty (20), maximum of forty (40) participants.
- The Contractor shall offer extensive online training materials for delivered courses.
- When relevant, the Contractor shall provide either self-hosted or partner-based certification examinations, either in-person at Freetown, online, or local testing facilities in Sierra Leone.
- Technology courses shall include relevant best practices from the industry.
- The Contractor shall have:
  - Proper registration and all required licenses and accreditation for the provision of training courses, and licenses for tools and software used for the delivery;
  - A pool of professional Instructors;
  - Positive experience in the provision of trainings and development of trainings. A proven record of at least three (3) satisfied customers to whom the relevant service was provided in the last five (5) years, among which at least one was an international organization; and
  - Designated Account Manager/point of contact for training enquiries and coordination.

- Trainers/Instructors proposed for the Training Course delivery shall have "real-world"/industry-related expert knowledge in the requested training categories and shall have a good command of English language (written and oral) and communication skills, with a sensitivity towards a multicultural environment;
- A minimum of five (5) years of experience in providing IT training and assessment services as described in this SOW;
- A proven record of at least three (3) satisfied customers to whom the relevant service was provided in the last three (3) years; and
- Industry accreditations and certifications, or similar qualifications relevant to the services and assessments provided (e.g., PEOPLECERT for PRINCE2, ITIL and COBIT)

Expected Outcomes

The contractor is responsible for providing the following services:

- Provide an outline on the contents to be covered during the thirty (30)-day training which is structured in the following thematic areas: IT project management, IT Service Management, Enterprise Architecture and IT Governance. The training will be divided into two (2) batches of up to twenty (20) participants each, making a total of forty (40) participants. The training will be conducted from February 14 – March 25, 2022 (live instructor led-classroom training) and April 5 – April 8, 2022 (online training).
- Provide remote advisory after the training to fine-tune/apply ideas.
- Deliver a post-implementation report.

Quality Requirements / Assurance

- DIAL shall have the opportunity to review the CV of the proposed Contractor's trainer and, if needed, to interview him/her before starting the on-site training; and
- Based on the review or interview, DIAL shall have the right to reject the proposed trainer and request review of other candidates.

Performance Measurement & Reporting

Specifically, for the on-site training courses:

- Percentage of positive surveys regarding the quality of training course content versus the total of surveys received with a target of 95 percent positive responses and a minimum 80 percent positive responses;
- Percentage of positive surveys regarding trainer performance versus the total of surveys received with a target of 95 percent positive responses and a minimum 80 percent positive responses;
- The Contractor shall keep a log of its performance on the above listed points and, if requested, shall report on these to DIAL in writing.

Failure to comply with the performance requirements as identified by DIAL will result in a poor performance flag being raised. Depending on the impact of non-adherence, DIAIL may consider terminating the contract.

Reference Documents

Sierra Leone Digital Economy Diagnostic[2]
DIAL 2021-2026 Strategic Plan: Digital Beacons[3]

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[2] https://openknowledge.worldbank.org/handle/10986/35805
[3] https://digitalimpactalliance.org/wp-content/uploads/2021/01/DIAL_Strategy_FINAL.pdf

Activity Schedule

	Activity	Effective Working Days	Date	Output
1	Preparation/Debriefing: This includes (a) Familiarizing with relevant GoSL Digital transformation materials, (b) Holding two half-day meetings to plan the training with DIAL/MIC team	Four (4) days	24 – 27 January 2022	The Consultants are familiar with the GoSL digital transformation program and the deliverables
2	Preparing the live instructor-led training for the following courses: • PRINCE2 Foundation & Practitioner • ITIL 4 CDS • COBIT@5 Foundation • TOGAF 9.2 Combined level 1 and level 2 • Agile Scrum Master	Ten (10) days	31 January – 11 February 2022	Training content discussed with DIAL and MIC and finalized An Inception report (explaining methodology, operational plan, etc.) is shared
3	Facilitate a thirty (30)-day workshop in Freetown, Sierra Leone covering the following: • PRINCE2 Foundation & Practitioner • ITIL 4 CDS • COBIT@5 Foundation • TOGAF 9.2 Combined level 1 and level 2 • PRINCE2 Foundation & Practitioner • ITIL 4 CDS • COBIT@5 Foundation • TOGAF 9.2 Combined level 1 and level 2	Thirty (30) days	21 February – 1 April 2022	Facilitated trainings on the following: • PRINCE2 Foundation & Practitioner • ITIL 4 CDS • COBIT@5 Foundation • TOGAF 9.2 Combined level 1 and level 2
4	Facilitate a three (3)-day online training for: • Agile Scrum Master	Three (3) days	11 – 13 April 2022	Facilitated a three (3)-day training on Agile Methodologies
5	Provide coaching of participants in the implementation	Fifteen (15) days	18 April – 6 May 2022	Participants coached on how to apply relevant skills in their day-to-day work
6	Develop training and coaching report and share with DIAL / MIC for input	Three (3) days	10 – 13 May 2022	Post-implementation report finalized
	Total Number of Effective Working Days	**Up to sixty-five (65) days**		

Deliverables Timetable

	Milestone / Deliverable	Estimated Completion Date
1	Kick-Off Meeting	24 January 2022
2	Inception Report	11 February 2022
3	Classroom Instructor-Led Training	1 April 2022
4	Online Instructor-Led Training	13 April 2022
5	Coaching of Participants Completed	6 May 2022
6	Training and Coaching Report	13 May 2022

Project Period of Performance

Consultant contract will begin on or around **January 24, 2022**. During this time, we anticipate 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 **fifteen (15) pages** in length, including the annexures and appendices. Respondents may include additional elements as needed.

1. **Proposed Approach:** Describe how you would approach the deliverables and related activities in the previous section.
   - Demonstrate an understanding of the project objectives.
   - Describe the approach and methodologies, as applicable.
   - Describe project management approach, including suggested 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.

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

3. **Relevant Experience:** Provide evidence of similar engagements that demonstrate the firm and key participants' experience relative to the scope of work, providing at least three (3) examples of similar work.

4. **Budget:**
   - Provide a detailed budget, including assumptions and costs and level of effort for project staff and sub-contractors, if any.
   - 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 e.g., travel and research. The travel estimates should indicate the anticipated destination and duration of each trip.
   - The price quoted should be all inclusive. If the process excludes certain fees or charges, this must be provided in a detailed list of excluded fees with a complete explanation of the nature of those fees.

5. **References:**
   - Provide names and e-mail 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) Government Enterprise Architecture Capability Training – 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, December 6th, 2021 by 5:00PM ET.**
- Questions and clarifications will be communicated to respondents on an ongoing basis.
- The selected respondent will be notified by **December 14th, 2021.**

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 the 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 (seventy) points. The Maximum technical score possible is 100 points.

The selection decision will be based on the following criteria:

Criteria	Score (1-5)
1. Credentials	
Expertise of the firm; range and depth of experience with similar projects	
Expertise of pool of facilitators; general/relevant qualifications for the project	
2. Approach & Delivery	
Firm 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	
Thoughtful risk identification and mitigation strategies	
Effective staffing and/or team structure	
4. Value	
Cost reasonableness, including demonstration of researched costs	
The proposed pricing demonstrates a competitive price and good value for the money	

Intent and Disclaimer

This Request for Proposal is made with the intent to identify a consultant to deliver results as described. 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 Administrator 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., Bill & Melinda Gates Foundation (BMGF), the United Kingdom's Foreign & Commonwealth 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.