MINISTRY OF INFORMATION AND COMMUNICATIONS

REPUBLIC OF SIERRA LEONE

SIERRA LEONE DIGITAL TRANSFORMATION PROJECT
IDA- E1130-SL

Draft
Terms of Reference

Recruitment of a Consultant to provide training on Enterprise Architecture Framework to Ministries, Departments and Agencies

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I. Introduction

The Government of Sierra Leone (GoSL) has committed to transforming its economy based on a more inclusive and human-centric digital growth and development approach. A high-level vision for the digital economy is articulated in the National Digital Development Policy (NDDP), which was approved by the Cabinet in December 2021 setting the GoSL's vision to transform Sierra Leone into an inclusive digital economy and society and to leverage digital technology to support the GoSL to deliver on its national development plan effectively and efficiently. The Sierra Leone Digital Transformation Project (SLDTP) aims to expand access to broadband internet, increase digital skills and improve government capacity to deliver public services digitally. The project will support the development of a strong enabling environment for the nation's digital transformation and digital development agenda as articulated in the National Digital Development Strategy and National e-Government Plan.

II. Project Description

The Sierra Leone Digital Transformation Project (SLDTP) is a five-year International Development Association (IDA)-funded project supported with a US$50 million grant. The project's main implementing agency is the Ministry of Communication, Technology and Innovation (MoCTI). The proposed Project Development Objective (PDO) is to expand access to broadband internet, enhance digital skills and improve government capacity to deliver public services digitally.

The SLDTP proposes four integrated and mutually reinforcing components, with a fifth component dedicated to contingent response to future emergencies (*Contingent Emergency Response Component*, *CERC)*.

- Component 1 – Expanding Digital Access and Increasing Resilience of the Digital Environment.
- Component 2 – Digital Skills Development and Innovation.
- Component 3 - Laying Key Foundations for Digital Government Services and Systems.
- Component 4 – Project Management and Implementation Support; and
- Component 5 - Contingency Emergency Response Component (CERC).

The proposed activities integrated into Components 1, 2, and 3 are designed to support the Government in building resilient and inclusive policies by strengthening its legal and regulatory frameworks, scaling up the citizen-centric digital public service delivery by reinforcing the government portal and relevant Ministries, Departments, and Agencies (MDAs) capacity. By enhancing the service delivery infrastructure and platforms, the project will support ensuring continuity of public services in times of crisis.

The Project is being implemented by a Project Coordination Unit (PCU) in the Ministry of Communication, Technology and Innovation. The Ministry of Communication, Technology and Innovation is the primary stakeholder of ICT-related policies and is tasked with overseeing the development, review and implementation of the Government's Digital Transformation agenda. One of its key mandates is to promote the development and utilization of digital services and ensure the availability of secured, accessible, and affordable digital services to enhance the quality of life of the people of Sierra Leone and contribute to the country's socio-economic development.

The Government recognizes that Digital platforms has increasingly become a fundamental tool in enhancing public administration and service delivery by offering products and services through digital channels such as mobile devices, computers, and internet, for all aspects of life. The Government of Sierra Leone intends to leverage digital platforms and services to transform business/service models, services and improve citizen service delivery. It has the potential to enhance efficiency, policy effectiveness, citizens' participation, and democratic values.

Currently the government has developed a Government Enterprise Architecture Framework and Digital Services Standards to ensure convergence and coherence of all e-government 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 drive maximum benefits of enterprise approach.

The SL Government Enterprise Architecture framework intends 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): 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.

The SLDTP intends to engage a firm to train ICT professionals from the MDAs in the areas of DSS and EA.

III. Objectives

The General Objective of this activity is to equip the GoSL ICT professionals with the knowledge and skills needed to design, develop, and maintain robust enterprise architectures. Here are the primary objectives:

Enterprise Architecture Training

- Strategic Alignment: To align IT infrastructure and systems with the overall business strategy and objectives, ensuring that technology investments support organizational goals.
- Improving Efficiency: To identify and eliminate redundancies and inefficiencies in the IT environment, streamlining operations and reducing costs.
- Supporting Innovation: To foster innovation by providing a structured approach to evaluating and integrating new technologies and processes within the existing architecture.
- Risk Management: To develop strategies for identifying and mitigating risks associated with IT projects and enterprise architecture, ensuring business continuity and data security.
- Enhancing Communication and Collaboration: To improve communication and collaboration between the MDAs ensuring that technology solutions meet business needs and are effectively implemented.

IV. Scope of Assignment

The scope of work includes the following:

Training Preparation:

1. Familiarize with the GoSL Enterprise Architecture Framework (desk study and consultations)
2. Hold at least two (2) planning meetings with MoCTI to understand the needs of the GoSL
3. Prepare and develop a tailor-made training agenda & content.
4. Prepare and submit a project inception report includes the training objectives aligned with the GoSL needs, delivery plan, training approach/techniques, roles and responsibilities and timelines

Implementation:

This training will be conducted according to the digital service standards. The implementation phase is designed to provide participants with a comprehensive understanding of how to align IT infrastructure and processes with government goals and strategies. Topics covered will include:

- Introduction to Enterprise Architecture
- Business Architecture, Information Architecture, Application Architecture and Technology Architecture
- EA Tools and Techniques
- Project Management for EA
- Case Studies and Practical Exercises

Remote Coaching and Advising

To ensure that participants can transfer the newly acquired skills into their daily work and to further enhance the delivery of digital platforms. The consultants will offer the following services:

- Support participants to use toolkits, templates, and checklists that support the implementation of enterprise architecture.
- Recommend and demonstrate software tools that facilitate EA management.

V. General Requirements

The firm shall conduct all training courses and assessments and provide all course material in the English language. The firm shall provide on-site courses in Freetown, Sierra Leone for a total of 180 government ICT professionals in six (6) batches of thirty (30) participants each. The Contractor shall offer extensive online training materials for delivered courses.

V. Reporting, Time Schedules, and Payment Schedule

The consultant will be responsible for delivering the following:

a. Inception report outlining the proposed methodology, work plan, and data collection instruments.
b. Provide instructor-led training for 240 ICT professionals in six (6) batches of thirty (30) participants each. The training will be conducted from March 10th, 2025, to April 18th, 2025.
c. Provide remote advisory after the training to fine-tune/apply ideas

The Consultant is expected to complete the assignment in full within nine (9) weeks. The consultant contract will begin on or around February 24th, 2025. During this time, we anticipate a close working relationship with the chosen vendor. The Consultant will regularly report to the Director of Communications, Ministry of Communication, Technology and Innovation or staff designated by the Director of Technology, MoCTI, on all aspects of the agreed activities and report to the SLDTP Project Coordinator.

No	Deliverable	Timeline	Indicative payment schedule
1.	Inception report outlining the proposed methodology, work plan, and data collection instruments.	Commencement + 1 week	10%
2.	Preparing Instructor-led training materials	Commencement + 2 weeks	25%

3.	Facilitate a 6-week training in Sierra Leone covering topics on EA	Commencement + 8 weeks	50%
4.	Final report	Commencement + 9 weeks	15%

VI. Qualification and Experience of Consultant Firm

Consultant Requirements:
The consultant must meet the following requirements:

1. Experience and Expertise: Must have at least five (5) years of experience in training and capacity building on EA
2. Must have experience and capacity in carrying out World Bank, EU, ADB projects.
3. Flexibility: Must provide at least two (2) contact references to inquire about their experiences working with them in dynamic or changing environments that require adaptability and flexibility.
4. Must have relevant experience working in Africa or the subregion.

Consultant Requirements:

Key Position	**Experience**	**Qualifications**
Consultant (Enterprise Architecture)	Must have at least 5 years of post-experience with strong knowledge of enterprise architecture, user experience design, information security, data management, and relevant software tools and platforms. The expert must have demonstrated experience working on at least one (1) similar assignment in the past five (5) years. Must have a minimum of five (5) years of experience in providing training in Enterprise Architecture as described in this TOR.	Must hold a master's degree in information technology, Engineering, Computer Science or a related post-graduate qualification. In addition, certifications or training in specific areas such as TOGAF, ISO 9001 (Quality Management) and ISO 27001 (Information Security).

	Must have relevant experience working in Africa or the subregion. GoSL Digital Transformation Context: Demonstrated knowledge of the GoSL structures, policies, and initiatives related to digital transformation and e-governance is advantageous.	

VII. Facilities Data and Information to Be Provided by Client

The Ministry of Communication Technology and Innovation (MoCTI) shall provide office space, training hall, food for participants for training and participants logistics apart from training manuals with Air Conditioner, electricity and Internet connection for the successful consultant to facilitate the smooth implementation of the assignment. The following shall be provided to the Consultant by the Employer:

i. facilitate the provision of access to relevant documents and data available which may be supportive to the Consultant, and
ii. prepare a letter introducing the consultant to the MDAs and other relevant institutions, wherever required in performing the assignment.

The firm shall provide all the administrative, technical professional and support staff needed to carry out the assignment efficiently.

The Consultants shall also be responsible for providing all other necessary facilities and logistical support for his/herself including accommodation, vehicles/transportation, office equipment, field survey and investigation equipment, laboratory testing, communications, utilities, office supplies and other miscellaneous requirements wherever applicable to render their services. The consultant shall nominate and make available a contact person for regular meetings with the Project Coordination Unit and MoCTI teams.

VIII. Working Language

The working language for the consultancy service shall be English.

IX. Conflict of Interest

The successful consultant shall declare any conflict of interest, especially if any or all of the consultants is/are currently carrying out consultancy work for other stakeholders including licensed operators or service providers in the telecommunications sector in Sierra Leone.

X. Confidentiality of Information

The consultant shall protect the confidentiality of the data or information received to conduct this assignment and shall sign a confidentiality agreement with MoCTI. No data, information, or deliverables from this assignment will be released to third parties without the written approval of MoCTI. The Consultant shall surrender all data and other materials to the Regulatory Authority and shall not retain any information or materials after the closure of the assignment.