

IT ARCHITECTURE REVIEW TERMS OF REFERENCE OVERVIEW

1.0 PURPOSE

The main objective is appointing a suitable service provider who can review, define and develop the TLTB's IT/Enterprise Architecture mainly focusing on Application architecture and Infrastructure for a period of few months.

2.0 BUSINESS OBJECTIVES

The TLTB has now been in operation for seventy-nine (79) Years and is on a significant growth path, as the organization grows; it is looking at streamlining its processes and enabling itself for a high rate of growth.

The TLTB is significantly changing its approach to delivering on its mandate. TLTB perceives its external stakeholders as business partners in order to jointly achieve success. The solution that will be deployed to support the business strategy will provide future flexibility and scalability to cater for business partners/external stakeholders online to enable the TLTB to plan, monitor, inspect and deliver the following:

- 1) Deliver competent and resilient estate land management services to all our stakeholders.
- 2) Provide the best financial and investment services to the iTaukei landowners and ensure sufficient land are reserved to meet their immediate and future needs.
- 3) Automate through modern technology, systems and processes to accelerate organisational growth, innovation and business delivery.
- 4) Promote partnerships with government, regional and international sustainable development goals and conventions.
- 5) Promote equality of opportunities for all Fijians, develop human capital management and recognise performance.
- 6) Uphold good governance, inclusiveness, visibility and inculcate a culture of growth, innovation, productivity and excellence in the workforce.

3.0 SCOPE OF WORK

In order to help the TLTB address its requirements for the development of Application and costed Infrastructure roadmap, the Service Provider is expected to carry out the following milestones, but not limited to:

3.1 Development of an AS-IS architecture

The Service Provider is expected to identify TLTB's current level of strategic and enterprise architecture maturity; gather existing documents that describe the business and technology capabilities, practices, formal process models, data and systems. Understand the integration and interfaces with other external stakeholders. There are current documentation of processes at TLTB that could be used as base during the current analysis.

The TLTB has a number of applications used in the organisation. Below is a list of current systems which will be your bases for the AS-Is application analysis:

- Landsoft System (Land Management System)
- Linksoft system for payroll, Performance and HR system and: Employee Self Service module
- Microsoft Navision (Financial Management System)
- ArcGIS (Geospatial System)
- Mdaemon (Email System)
- Tableau (Dashboard Reporting)

3.2 Develop TO-BE architecture

The Service Provider is expected to generate a complete version of the architecture roadmap, based upon the gap analysis, to determine whether an incremental approach is required, and if so identify transition architectures that will deliver continuous business value with the estimated cost for implementation. The To-Be architectural phase should outline the following, but not limited to:

- ***Business architecture***

The development of the target business architecture should describe how the enterprise needs would be addressed to achieve the business goals, responds to the strategic drivers set out in the business model and strategy, and addresses the stakeholder concerns. This should be taken from the existing TLTB Strategic document and TLTB Technology Strategy

- ***Data architecture***

The Service Provider is expected to look at the structure of an TLTB's logical and physical data assets and propose data management resources which will be suitable for the organisation. The data architecture views should addressing key stakeholder concerns and provide platforms (for data warehouse, data mining) to centrally access data for decision making.

Application architecture

The TLTB would like to have a cost effective running of applications. The application architecture should show the groupings of applications built for specific purposes by leveraging services available in the business architecture. Applications should generally be quicker to develop and easier to maintain

Technology architecture

The Service Provider should provide architecture which will describe the foundation software, hardware, security infrastructure and telecommunications capabilities that are required to enable processing and deployment of business, data, and application services.

3.3 Design solution architecture

The Design solution architecture should provide a more manageable ICT environment by increasing IT disaster tolerance and reducing security breaches.

3.4 Costed Infrastructure Roadmap

The service provider should provide a complete version of the architecture roadmap (Focused on Application and Infrastructure roadmap), based on the gap analysis. The business value and the estimated cost of work packages, including the transition plan should be clearly specified.

4.0 PROJECT METHODOLOGY

The Service Provider needs to develop a IT/Enterprise Architecture focusing on Application and Infrastructure roadmap for the TLTB comprising of the following phases and deliverables:

4.1 Phase 1: Current State (Estimated timeline: 3weeks)

The Service Provider needs to establish the TLTB EA maturity level by conducting a maturity assessment of the TLTB's EA capability. An aligned vision, strategy and approach for the EA at TLTB. Key areas which must be documented include Architecture drivers, clear alignment to the Business Strategy, a resource plan and identified quick wins;
A representation of the TLTB's current state Architecture at contextual and conceptual levels, detailing TLTB's:

- Mandate, Vision, Strategy and Objectives;
- Business Capabilities, Functions and High Level processes;
- Stakeholder Analysis, Stakeholder Matrix, High Level requirements Map, Stakeholder
- Management Approach;
- Structured & Unstructured Information requirements, Information Groups, Data flows and dependencies;
- Strategic and Tactical Programmes and Initiatives; and
- Product and services rendered at TLTB.

4.2 Phase 2: Future State (estimated timeline – 1 month)

An Enterprise Architecture framework with a robust set of principles and processes as well as any other required policies, standards or processes for TLTB aligned to best practices and the TLTB environment;

A representation of the proposed future state Architecture for TLTB at contextual and conceptual levels, detailing TLTB's:

- Mandate, Vision, Strategy and Objectives;
- Business Capabilities, Functions, value chain, processes;
- Stakeholder Analysis, Stakeholder Matrix, High Level requirements Map,
- Stakeholder Management Approach and Processes;
- Structured & Unstructured Information requirements, Information Groups,
- Data flows and dependencies;
- Strategic and Tactical Programmes, Projects and Initiatives;
- Product and services rendered at TLTB.

4.3 Phase 3: Gap Analysis & Roadmap (estimated timeline 1 month)

The ICT alignment to the business strategic objectives is interpreted as the key information drivers into ICT strategic objectives. The business architecture is also interpreted into information architecture. Interpreting these business strategic objectives and architecture into information drivers/strategic objectives and information architecture respectively will provide a conceptual view of the required future state of ICT to support the business and what role ICT will play in the various business areas. A gap analysis between the TLTB's current state Architecture and the proposed future state Architecture; together with the three year architecture roadmap for TLTB will be part of the deliverables.

5.0 KEY DELIVERABLES

The following key deliverables (Critical Success factors) are expected from this project:

Approved Master Systems Plan (EA)

- An updated As-is and To-Be reports(focused on Applications and Infrastructure);
- Gap Analysis report(focused on Applications and Infrastructure);
- Identify applicable architectures;

Approved ICT Strategy with Costed Infrastructure and Application Roadmap

- Update the existing ICT strategy;
- Requirements specifications;
- Cost estimate for the deployment of the work packages(focused on Applications and Infrastructure and roadmap)

Governance for implementation

- Risk analysis and impact assessment;
- A management summary that provides a high level, holistic view of the ICT environment

The Service Provider is required to produce interim reports at each phase which will be discussed and approved at different management levels of TLTB. All graphical content from this engagement must be modelled and available for re-uses post this exercise. The Service Provider should note that the implementation of the ICT strategy is out of scope.

6.0 TIMEFRAME & PRICING

The timeframe for the conclusion of all the deliverables are 2 to 3 (three) months from date of appointment and acceptance (contract signature). The Service Provider needs to indicate pricing stages per milestone. Payment will be based on deliverables sign-off. Pricing should include all disbursement. Final payment milestone will only be finalized once contract is awarded.

7.0 TECHNICAL EVALUATION

Documents for Technical Evaluation

Company profile (with written references from suppliers clients, detailing the nature of work done, duration of contract, report on turnaround times cost saving initiatives implement and evidence of results) The references should be on the referee's official letter- head with full contact details and designation of the person signing the reference letter.

Technical Evaluation will be scored as follows:

Evaluation Criteria	Description	Weight
Project team	Evaluation of CV of lead architect/s with reference to defining, developing and implementing Enterprise Architecture. Atleast two (2) contactable references. 2 Marks Evaluation of certifications of lead architect to be deployed on the project. 5 Marks Five (5) years of relevant experience for lead architect. 3 Marks	10
	Evaluation of CV for supporting human resources with reference to defining, developing and implementing EA. 10 Marks Three (3) years of relevant experience for supporting human resources. 5 Marks Atleast two contactable references. 5 Marks Resources with respective certifications will be an added advantage for supporting human resources to	20

	be deployed on the project	
Enterprise Architecture Framework	Service Provider's ability to develop a Master Systems Plan with reference to section 3 and 4)	30
Experience	<p>Provide details of implementation of at least 5 (five) EA projects (using common architecture frameworks) Each project must be evidenced and substantiated with a reference letter from the relevant client on the client's letter head clearly detailing the actual work that was completed:</p> <ul style="list-style-type: none"> · Project description (Scope of Work) · Project duration · Service rating <p>The reference letter must not be older than 2 (two) years and should only refer to services currently being rendered or rendered in the past 5 (five) years.</p> <p>(No points will be allocated for the project if the relevant reference letter is not provided).</p> <p>Maximum 3 points will be allocated for each project</p>	15
Project Management	<p>The Service Provider shall clearly describe the methodology that they intend to implement, which will enable them to execute the work within the timescale required including but not limited to:</p> <ul style="list-style-type: none"> · Proposed Quality Assurance Approach; 5 Marks · Contingency for inability to reach milestones; 5 Marks · A fully detailed project implementation plan which includes:- 10 Marks <ul style="list-style-type: none"> o All activities(statement of work); o Resources; and o A detailed implementation schedule based on the activity list shall be provided as part of the project plan including cost per milestone. 	20
Skills Transfer	Methodology for skills transfer plan , in line with the specific resources to be used for the projects.	15

8.0 DISCLAIMER

- 8.1 If a bidder finds or reasonably believes it has found any discrepancy, ambiguity, error or inconsistency in the bid or any other information provided by TLTB (other than minor clerical matters), the bidder must promptly notify TLTB in writing of such discrepancy, ambiguity, error or inconsistency in order to afford TLTB an opportunity to consider what corrective action is necessary (if any).
- 8.2 Any actual discrepancy, ambiguity, error or inconsistency in this bid or any other information provided by TLTB will, if possible, be corrected and provided to all bidders without attribution to the bidder who provided the written notice.

- 8.3 No representations made by or on behalf of TLTB in relation to this bid will be binding on the TLTB unless that representation is expressly incorporated into the contract ultimately entered into between TLTB and the successful bidder.

9.0 ADDITIONS AND AMENDMENTS TO THE BID

- 9.1 The TLTB reserves the right to change any information in, or to issue any addendum to this bid before the closing date and time. The TLTB and its officers, employees and advisors will not be liable in connection with either the exercise of, or failure to exercise this right.
- 9.2 If the TLTB exercises its right to change information in terms of clause 9.1 all amendments will be posted on the TLTB website and participating bidders will have the responsibility to regularly monitor the TLTB website to ensure access to such changes.