

MINISTRY OF COMMUNICATION, TECHNOLOGY AND INNOVATION



REPUBLIC OF SIERRA LEONE

**SIERRA LEONE DIGITAL TRANSFORMATION PROJECT
IDA- E1130-SL**

Terms of Reference

for

**Recruitment of a Consulting Firm for the Development of Transition Architecture and
Governance Mechanism for the Implementation of Enterprise Architecture (EA)**

SL-MoF-508318-CS-QCBS

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Recruitment of a Consulting Firm for the Development of Transition Architecture and Governance Mechanism for the Implementation of Enterprise Architecture (EA)

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 new 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.

II. Project Description

The Sierra Leone Digital Transformation Project (SLDTP)

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 the continuity of public services in times of crisis.

The Project is being implemented by a Project Coordination Unit (PCU) in the MoCTI. The MoCTI is the primary stakeholder of ICT-related policies and is tasked with overseeing the development, review, and implementation of the Government's Technology, Communications and Innovation agenda. The MoCTI facilitates universal, ubiquitous, and cost-effective access to information and communications infrastructure and services throughout the country. Digital infrastructure provides a way for people, businesses, and governments to get online and link with local and global digital services, thus connecting them to the global digital economy. Good and affordable internet connectivity is a critical foundation for a digital economy.

Background

The Government of Sierra Leone has embarked on a quest to leverage digital technologies across all sectors to advance socio-economic and human capital development. This vision is subsumed in the Technology and Infrastructure pillar of the Presidential Big 5 Agenda, which prioritises the use of technology for socio-economic transformation.

In 2020 a country diagnostic of Sierra Leone's Digital Economy was launched by the World Bank. The country's diagnostic confirmed Sierra Leone's potential, as well as its commitment and efforts to leverage digital technologies for transformational growth. However, the diagnostic findings highlighted that the lack of Coordination and weak ICT awareness relating to eGovernment uptake, coupled with MDA autonomy regarding ICT investments, has led to a significant fragmentation and duplication. These issues include:

- Lack of standardisation in common business processes across government.
- Fragmented approach to the design and implementation of eGovernment activities.
- The emergence of different client computing architectures leading to increased variability.
- Duplication, lack of common standards and sharing of best practice in the use of ICT by MDAs
- A skills gap within MDAs, which makes the selection and deployment of technical solutions difficult and sometimes leads to a high dependency on a small pool of qualified technicians with high attrition rates.

In recognising the systemic challenges in the lack of interoperability and integration among MDA IT systems, the government of Sierra Leone has developed a Government Enterprise architecture Framework to address these challenges and create and harness the true value for a whole-of-government ICT investment. The framework has recently been approved by cabinet as the guiding instrument for whole-of-government digitisation of services and is pivotal to the digitalisation of public service and the bridging the digital divide for socio-economic development and will ensure that government ICT initiatives are well-coordinated, efficient, and aligned with national development goals, ultimately contributing to a more effective and transparent public sector.

About the GoSL Enterprise Architecture Blueprint

GoSL Enterprise Architecture Blueprint is a point-in-time publication which will be updated, either annually or on another schedule to be determined. At the time of publication, it explains the current state of GoSL Enterprise Architecture. It summarises what the enterprise architecture initiative is expected to deliver for GoSL and what activity is used to deliver the output. It will also include an outline of how to improve central and MDA practice of enterprise architecture. The Blueprint will contain substantive initiatives and guidance for another activity that will guide and constrain ICT development by GoSL.

GoSL Enterprise Architecture Objectives

GoSL Enterprise Architecture comprises documents to standardize the development of enterprise architecture and the actual enterprise architecture. Meeting the objectives of GoSL and NDDS requires careful marshalling of scarce resources. GoSL Enterprise Architecture enables effective decision making. The objectives of GoSL Enterprise Architecture are:

- Effective Solution Planning
- Solution Governance
- Portfolio Planning
- Portfolio Governance

III. Objectives

General Objective

The primary objective of this project is to recruit a qualified consulting firm to develop a transition architecture and governance mechanism for the effective implementation of Sierra Leone's Government Enterprise Architecture (EA) Framework. This initiative aims to establish a coordinated, efficient, and integrated digital ecosystem across Ministries, Departments, and Agencies (MDAs), ensuring secure data exchange, streamlined ICT investments, and citizen-centric public service delivery.

Specific Objectives

- Assess existing EA efforts and identify alignment opportunities with global frameworks.
- Provide actionable recommendations for achieving the desired state of government-wide digital transformation.
- Design governance mechanisms to manage the implementation of the EA Framework effectively.
- Establish clear roles and responsibilities to guide MDAs in adopting the EA Framework.
- Facilitate improved coordination, secure data exchange, and efficient ICT investments.

IV. Scope of Assignment

The Consultant will be expected to assist the MoCTI and PCU in the implementation of the SLDTP of which the scope of this assignment is focused on providing technical assistance (TA) to develop transition architecture and governance mechanisms for implementation of the EA to assess the existing EA efforts for alignment with international frameworks, and to describe and facilitate the desired state and roll-out of the EA of Sierra Leone's Government Enterprise Architecture (EA) Framework to achieve a coordinated, efficient, and integrated digital ecosystem across Ministries, Departments, and Agencies (MDAs). The consulting firm will perform the following activities:

a. Baseline Assessment

- Analyse the current state of EA development and ICT systems across MDAs to identify challenges and strengths.
- Assess alignment of existing EA efforts with international frameworks (e.g., TOGAF, ISO/IEC standards).
- Identify gaps in system interoperability, integration, and governance.
- Consult key stakeholders across MDAs to gather insights on priorities, pain points, and opportunities related to EA implementation.
- Develop a report summarising the findings from the assessment and providing actionable recommendations to address identified gaps.

b. Development of Transition Architecture

- Develop a detailed transition architecture framework to guide the migration from fragmented and legacy systems to an integrated EA-aligned ecosystem.
- Create a phased roadmap for implementation, including:
 - Key milestones and timelines.
 - Resource requirements (technical, financial, and human).
 - Risk management strategies.
- Define technical and operational standards to ensure consistency in system integration and implementation.

c. Development of Governance Mechanism

- Propose a governance framework for the effective implementation and management of the EA Framework, including:
 - Policies and procedures for oversight.
 - Roles, responsibilities, and accountability mechanisms across MDAs.

- Establish monitoring, evaluation, and reporting structures to track EA implementation progress and outcomes.
- Develop a plan to ensure stakeholder alignment, promote institutional buy-in, and facilitate collaborative decision-making.

d. Capacity Building and Knowledge Transfer

- Conduct an assessment to identify capacity-building needs for EA implementation across MDAs.
- Design and deliver tailored training sessions, workshops, and knowledge transfer initiatives to strengthen institutional and technical capacity for EA implementation.
- Create user manuals, toolkits, and templates to aid MDAs in adopting and operationalizing the EA Framework.

e. Final Reporting and Recommendations

- Prepare a final report summarising methodologies, findings, frameworks, and activity outcomes.
- Provide clear, actionable recommendations for scaling and institutionalising EA across all MDAs.
- Present key findings and recommendations to senior government officials and stakeholders.

V. Reporting, Time Schedules, and Payment Schedules

The consulting firm is expected to complete the assignment in full within **20 weeks**. The Consultant will regularly report to the **Director Policy Planning & Compliance** at MoCTI on all aspects of the agreed activities and report to the SLDTP Project Coordinator.

The deliverables comprise the following:

No	Deliverable	Timeline	Indicative payment schedule
1.	Inception Report detailing the proposed methodologies, work plan, and data collection instruments.	Commencement + two (2) weeks	10%
2.	Baseline Assessment Report and Transition Architecture Framework: review of current ICT systems, governance structures, and EA efforts across MDAs; identification of alignment gaps with international frameworks and systemic challenges; proposing a transition architecture to guide the migration from fragmented systems to an integrated EA-compliant ecosystem. Include a phased roadmap with milestones, timelines, and resource needs.	Commencement + six (6) weeks	20%
3.	Governance Mechanism Framework: develop policies, standards, and a governance framework for EA implementation. Include roles, responsibilities, accountability structures, and monitoring mechanisms.	Commencement + twelve (12) weeks	20%
4.	Capacity-Building Plan: conduct a skills gap analysis, proposes training programs, and designs knowledge transfer initiatives to build institutional capacity for EA adoption.	Commencement + fourteen (14) weeks	15%

5.	Draft Final Report: consolidate findings, methodologies, and frameworks developed during the assignment. Share with stakeholders for feedback and validation.	Commencement + eighteen (18) weeks	20%
6.	Final Report and Presentation: finalize report with actionable recommendations for scaling EA implementation across MDAs. Delivered with an executive presentation to senior government officials	Commencement + twenty (20) weeks	15%

VI. Qualification and Experience of Consultant

Consulting Firm's Requirements:

The consulting firm must meet the following requirements:

- Proven track record in enterprise architecture design and implementation, specifically within the context of large-scale government or public sector projects.
- Extensive experience with recognized frameworks such as TOGAF, ISO/IEC standards, or equivalent.
- Demonstrated capability in ICT governance, policy development, and systems integration, particularly in multi-stakeholder environments.
- Prior involvement in similar projects aimed at digital transformation, ICT modernization, or e-government frameworks.

Team Composition Requirements:

The assignment calls for the following technical expertise qualifications, skills, and experience:

Key Position	Experience	Qualifications
Team Lead (Enterprise Architect)	Minimum of 10 years in enterprise architecture design and implementation. Extensive experience with TOGAF or similar frameworks. Experience in large-scale ICT integration projects.	Advanced degree in computer science, information systems, or a related field. PMP or PRINCE2 certification is an advantage
Governance and Standards Specialist	Minimum of 7 years in ICT governance, EA frameworks, or ICT policy development. Proven experience in designing governance mechanisms for large-scale ICT projects or digital transformation initiatives. Strong familiarity with EA standards and ICT frameworks such as TOGAF, COBIT, or ISO/IEC 38500. Experience working with ICT systems integration and governance in a multi-stakeholder environment.	Advanced degree in computer science, information systems, or a related technical field. Certifications in IT governance frameworks (e.g., COBIT, TOGAF) are highly desirable.

ICT Systems Analyst	Minimum of 5 years in systems analysis and integration. Experience in evaluating and upgrading legacy ICT systems.	Bachelor's degree in computer science, information systems, or a related field. Certifications in systems analysis or relevant ICT fields are desirable.
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V. Facilities Data and Information to Be Provided by Client

The MoCTI shall provide office space with Air Conditioner, electricity and Internet connection for the successful consulting firm to facilitate the smooth implementation of the assignment. The following shall be provided to the Consultant by the Employer:

- a. Facilitate the provision of access to relevant documents and data available which may be supportive to the Consultant, and
- b. Prepare a letter introducing the consulting firm to MDAs and other relevant stakeholders, 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 its staff/teams, 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 make himself available for regular meetings with the PCU and MoCTI teams.

VI. Working Language

The working language for the consultancy service shall be English.

VII. Conflict of Interest

The successful consulting firm 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.

VIII. Confidentiality of Information

The firm 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.