



**DEPARTMENT OF TRANSFORMATION AND DIGITIZATION
OFFICE OF THE PRIME MINISTER
GOVERNMENT OF THE BAHAMAS**

TERMS OF REFERENCE

**Evaluation of the efficiency and effectiveness of the
Information and Communications Technology (ICT) Environment
of the Government of The Bahamas**

This Terms of Reference (ToR) covers the evaluation of the efficiency and effectiveness of the ICT environments of The Government's Off Premise Data Centre (gCloud), On-Premise Data Centre (Cable Beach), and the wide area network infrastructure (g-Net)

Background

The Government of The Bahamas has made several graduated steps over the years in its digitization efforts. In 2001 it started with the Government Wide Area Network (GWAN) and the first official web site, and in 2010 there was a move to a new GWAN, and the launch of the e-Government Online Portal inclusive of online services. In 2015 a new wide area network, gNet, and the off premise data centre, gCloud, were launched. A Disaster Recovery site was also established in 2010 and had upgrades over the ensuing years.

In 2019 the Government initiated another step with the "Government Digitization for Competitive Strengthening" Project. This initiative by the end of five years will boast over 200 online services, an interoperability platform, and a new centralized e-government portal.

In preparation for this new phase, the Government thought it prudent to carry out a thorough and in-depth evaluation of its current infrastructure not only to determine its readiness but to ensure that the current environment is working at standard or better and, if not, to have a determination of what is required to get it optimally ready.

The Engagement

Major areas to be included in the evaluation (but not limited to) are a:

1. Review of the architectural framework, design, deployment, operation and management of all **data centres** determining their alignment with best practice, inclusive of the use of benchmarks, metrics, and standards for current state and possible future states; review of the utility level of hardware and appliances (resource utilization); assessment of the health status of the assets; and assessment of the current maturity level and requirements to move to the next level.
2. Review of the architectural framework, design and deployment, operation and management of the **data centres** in terms of security, inclusive of use of benchmarks, metrics, and standards for current state and possible future states.
3. Review of the architectural framework, design, deployment, operation and management of the **Wide Area Networks** determining their alignment with best standards, inclusive of use of

- benchmarks, metrics, and standards current state and future state; review of the utility level of hardware and appliances (resource utilization); assessment of the health status of the assets; assessment of the current maturity level and requirements to move to the next level.
4. Review of the architectural framework, design, deployment, operation and management of the **Wide Area Networks** in terms of the security;
 5. Review of service provider and vendor Service Level Agreements (SLAs) and Contracts to identify gaps and management deficiencies.
 6. Review of asset management processes and procedures to give recommendation on improvements and way forward.
 7. Perform a skills gap assessment (at the individual and team level) and provide a plan to close the gaps.
 8. Develop a plan and policy to facilitate remote work

Critical applications run within the data centres and across the network, they include (but are not limited to):

- Ministry of Foreign Affairs:
 - Passport
 - Visa
- Ministry of Financial Services, Trade and Industry and Immigration
 - Permits
 - Border Control
 - Detention Centre
- Road Traffic Department
 - Transportation Management System
- Department of Inland Revenue
 - Revenue Management System (Value Added Tax and Business Licence)
 - Real Property Tax
- Bahamas Customs
 - Bahamas Electronic Single Window
- Treasury Department
 - Treasury Financial Management Information System
- Environment monitoring tools and appliances.
- Ministry of Social Services and Urban Development
 - Social Protection Management Information System (ProMIS)

OBJECTIVES

The objective of the consultancy is to provide technical expertise through an evaluation of efficiency and effectiveness of the ICT infrastructure and platforms within the Government's environments and produce:

1. **Final Evaluation Reports on all Data Centres:** Documented environment (Configuration Management), Findings, Resource Utilization, Gap Assessments and Maturity Ratings, Recommendations, and a Roadmap for enhancement.
2. **Final Evaluation Report the Network Infrastructure:** Documented environment (Configuration Management), Findings, Resource Utilization, Gap Assessments and Maturity Ratings, Recommendations, and a Roadmap for enhancement.

3. **Final Evaluation Report on Disaster Recovery and Business Continuity:** Documented environment (Configuration Management), Findings, Resource Utilization, Gap Assessments and Maturity Ratings, Recommendations, and a Roadmap for enhancement.
4. **Final Evaluation Report on Vendor Management and Contract Management:** Documented environment (Configuration Management), Findings, Gap Assessments and Maturity Ratings, Recommendations, and a Roadmap for enhancement.
5. **Final Report on Asset Management:** Documented processes and procedures as-is, findings, gap assessment, recommendation and way forward.
6. **Final Report on Human Resources:** resource levels, skills gap analysis, findings, recommendations, and way forward.

Thorough assessments and documentation of the same are expected for each identified area.

The consultant shall indicate the tools that will be used and shall state whether tools are to be purchased by the Government or will be temporarily placed in the Government’s environment. Temporary tools are to be removed from the environment at the end of the engagement. The Government of The Bahamas will not be responsible for non-compliance or breach of use of any tools introduced into the environment, neither during engagement nor at end of engagement. Additionally, the vendor must receive written approval prior to deploying such tools or conducting any automated scans or tests of controls.

It is to be noted that any critical findings should be reported to the Permanent Secretary and the Acting Director immediately.

Weekly status and project reports to be provided on work effort.

Criteria, sub-criteria, and a point system for the evaluation of the Full Technical Proposals are:

	<u>Points</u>
(i) Specific experience of the Consultant(s) or Firm relevant to the assignment.	<u>25</u>
a. Years in existence	
b. Relevant Client References (and project)	
c. Experience Locally	
d. Experience Regionally	
e. Global Experience	
(ii) Adequacy of the proposed methodology and detailed work plan in responding to the Terms of Reference:	
a. Technical approach and methodology	[10]
b. Work plan using agile approach	[10]
c. Organization and staffing	[5]
Total points for criterion (ii):	<u>25</u>
(iii) Key Experts qualifications and competence for the assignment:	
a. Project Manager	[10]

- b. Solutions Expert (hardware) [\[10\]](#)
- c. Network Expert [\[10\]](#)
- d. Security Expert [\[10\]](#)
- e. Data Centre Expert (physical environment) [\[10\]](#)

Total points for criterion (iii): **50**

The number of points to be assigned to **each of the above positions or disciplines** shall be determined considering the following three sub-criteria and relevant percentage weights:

- 1) General qualifications (relevant degrees, designations, certifications) [\[10%\]](#)
- 2) Adequacy for the assignment (years of experience and accomplishments in relevant area) [\[40%\]](#)
- 3) Experience in relevant position on project (projects and assignments in relevant area within the last 5 years) [\[50%\]](#)

Total weight: [100%](#)

Total points for the five criteria: **[100]**

The minimum **technical** score required to pass is: 70%

The Consultant must submit:

- a. Technical and Financial Proposal: **one (1) original, 3 hard copies, and 1 electronic copy** (latter to be affixed to the original);
- b. The Proposals must be submitted no later than:
 - Date: 24 June 2020
 - Time: 5:00p.m. local time

c. The **sealed** Proposal submission address is:

Tender: Evaluation of the Efficiency and Effectiveness of the Information and Communications Technology (ICT) Environment of The Government of The Bahamas
 Ministry of Finance
 Cecil Wallace-Whitfield Centre
 Cable Beach
 Nassau, N.P., The Bahamas