**Annexure A - Technical Specification/Scope of Services for New ICT Strategy and Transition Roadmap**

**Request for Proposals (RFP)**

**The provision of professional services to the CSIR to develop an ICT strategy and transition roadmap aligned with the new CSIR organisational strategy and/or the implementation of the ICT strategy and transition roadmap on an as and when required basis**

**RFP No. 3350/07/02/2020**

* 1. **Project Specification and scope:**

The CSIR requires support from a service provider/s for the following services relating to ICT strategy development.

* We require a **new ICT strategy** that will allow the CSIR to develop into a **modern, integrated, secure and digitally enabled/transformed organisation.**
* It should be a **cost-effective, realistic** strategy that will allow the organisation to transition from it’s current “as-is” state and maturity to a **modern, integrated, secure and digitally enabled/transformed organisation.**
* It should assess or **benchmark** the CSIR ICT against similar organisations (research technology organisations or RTOs), particularly with respect to the operating models and use of ICTs by such organisations.
* It should define the appropriate **organisational ICT operating model, structure and ICT capabilities** to be “fit-for-purpose” and “fit for use”
* It should include a **leadership, capability (and maturity) assessment** and determining of current skills, desired skills and skills gaps required to implement the proposed CSIR ICT strategy
* It should confirm role or **job archetypes** against what the CSIR already has defined to meet the skills requirements.
* It should also consider **process and technology requirements/**maturity and resulting gaps.
* It should provide a **transition roadmap** (people, processes and technology) and **implementation plan** to transition the CSIR from the current ICT state to the desired future state, including short term, medium term and long-term goals.
* It must be **fit for purpose, fit for use and aligned** to our new CSIR strategy.
* It should include the **budget & investment** **requirements** over the transition period and provide options on how best to optimise/prioritise budget and investments over the transition period.
* It should propose a **best** **practise and governance structure** to ensure standardised process and framework to be adopted by the CSIR to maintain the strategy and roadmap, regularly review and refresh it, and preserve its ongoing relevance to the organisation as the CSIR and the external context continues to evolve.

It should ensure the output is in architectural notation, articulates CSIR models and uses CSIR relevant visualisations using the Enterprise Architecture Tools the CSIR has primarily adopted.

* It should provide a **tool/prioritisation model** designed to assist in ranking, grouping and sequencing of future ICT interventions and to guide investment decisions.
* It should also address how to bring about a **culture shift** in ICT approach in CSIR.

The CSIR will make available at the compulsory briefing session:

* A summary outlining the new organisational strategy.
* Relevant information on the CSIR Campus Master Plan and the Information Security Strategy.
* All information gathered in the past 2 years that relate to the current state of ICT in CSIR as well as the strategic business and technology capability needs that have been identified for the future.
* A draft prioritisation model designed to assist in ranking, grouping and sequencing of future ICT interventions and to guide investment decisions.
* An outline of the ICT status in terms of various defined stages of excellence, outlining clearly the perceived shortfalls.
* A summary of a survey done at CSIR level which includes levels of satisfaction with ICT services.
* An architectural landscape of CSIR’s current known organisations, capabilities, applications and technologies in the form of catalogues, associations thereof and visualisations in an architectural model.
* A suite of current job descriptions in the ICT field.

A non-disclosure agreement (NDA) will be required for attendance of this session. Attached as Annexure “G”

The final product is required by the end of April 2020.

* 1. **Deliverables**

The following key deliverables are required as outcome of this work:

1. Clear summary of **stakeholder requirements (short, medium and long term).**
2. **Benchmark data** against similar Research and Technology Organisations (RTOs) in developing nations.
3. A description and architectural models of the desired **“CSIR** **ICT Future State**”
4. A comprehensive **capability assessment** and maturity model definitions (including current skills, desired future skills to realise strategy and gaps identified, relevant to the organisation processes and tools). This assessment should specify the key roles and responsibilities with measurement criteria required (with high level job descriptions/ job archetypes)
5. **Architecture artefacts** that host the various landscapes defined (i.e. organisation, capability, skills, roles, systems and tools and its relevant landscape meta-scheme) and their relevant associations and visualisations in alignment with or to expand on the current defined CSIR ICT Architecture artefacts.
6. A **new CSIR ICT strategy** that will allow the CSIR to develop into a **modern, secure, integrated and digitally enabled/transformed organisation** (this should include operating model, leadership structure, organisation structure and responsibilities, performance outcomes, key capability and capacity requirements, operational processes and governance structures and the ICT technology, tools and systems that are required)**.**
7. A detailed **transition roadmap** and **implementation plan** (including an indication (best guess estimate) of required budget and risk assessment) to transition the CSIR from the current ICT state to the desired future state in support of the Strategic Objective timelines, or the maturity transitioning lifecycle timeline.
8. **Recommendation for a best practice and governance bodies** **that will ensure a repeatable processes** for regular review, and updating, refinement and refreshing of the strategy and roadmap in association with architectural models that accompanies it, including a tool/prioritisation model designed to assist in ranking, grouping and sequencing of future ICT interventions and to guide investment decisions.
9. **Brief report** addressing the **culture shift** required in the ICT approach for CSIR.
10. **Approach report** detailing the method, framework and artefacts used that derive the outcome for future reference.
11. Definition of terms aligned with CSIR’s terminology.