

## DRAFT TERMS OF REFERENCE

### DEVELOPMENT OF AN INFORMATION TECHNOLOGY STRATEGY AND PLAN FOR THE MINISTRY OF EDUCATION AND TECHNICAL AND VOCATIONAL TRAINING

#### **1. BACKGROUND**

1.01 The Government of the Commonwealth of The Bahamas is leveraging resources from the Caribbean Development Bank (CDB) to implement the Bahamas Education Sector Transformation (BEST) Project. The objective of the project is to enhance the education system in The Bahamas, making it more efficient, inclusive, gender-responsive, relevant, and resilient, to ensure quality education for all learners.

1.02 Information Technology (IT) is a key enabler for operational efficiency within the Ministry of Education and Technical and Vocational Training (MOETVT). The Ministry has identified several operational challenges, including issues related to online data accessibility, staff recruitment, officer appraisals, and teacher payments, that require strategic intervention.

1.03 MOETVT intends to engage a consulting firm to develop an IT Strategy, Plan, and Standard Operating Procedures (SOPs) to address these challenges and enhance operational capabilities.

#### **2. OBJECTIVE**

2.01 The objective of this consultancy is to strengthen MOETVT's IT capabilities to improve operational efficiency, cybersecurity, and the availability of information for decision-making. The consultancy will develop an IT strategy and operational guidelines, recommend improvements for existing processes, systems, and IT infrastructure, and propose capacity-building initiatives.

#### **3. SCOPE OF SERVICES**

3.01 The Consultant will review and assess MOETVT's current IT strategy, processes, systems, organizational structure, and human resource capacity. Based on this assessment, the Consultant will identify deficiencies and opportunities for improvement to enhance the Ministry's IT capabilities.

3.02 Specifically, the Consultant shall:

##### **a. Assessment and Vision Development:**

- Conduct an analysis of MOETVT's current operations, IT systems, and processes to identify gaps and opportunities.
- Propose a vision and strategy for IT that aligns with national and regional initiatives.
- Engage stakeholders through rigorous consultations.

The analysis should address the following areas:

- Business processes and their alignment with technology solutions.
- Staff competencies (technical and non-technical).
- Software and hardware interoperability and compatibility.
- Cybersecurity practices.
- Service and support models.
- Benchmarking against best practices in similar organizations.
- Organizational capacity in terms of staffing, skills, and roles.

**b. IT Strategy Framework Development:**

- Develop an IT Strategy Framework outlining key goals, guiding principles, initiatives, success indicators, and timelines.
- Include a governance framework defining roles, responsibilities, and processes for implementation.
- Address data privacy and user access controls to protect educational and administrative data.

**c. Procurement Planning and Support:**

- Develop a procurement plan detailing hardware, software, and service requirements, consistent with industry standards.
- Provide support in procuring and acquiring required resources.
- Facilitate vendor and third-party engagements.
- Recommend and deliver staff training to ensure effective implementation.

**d. Inclusion of the MOE Technology Division:**

- Ensure that the MOE Technology Division is specifically included in the review, feedback, and decision-making processes.
- Share the **Inception Report** and subsequent key deliverables with the MOE Technology Division alongside MOETVT for review and input to ensure alignment with technical goals and capacity-building objectives.

## **4. REPORTING REQUIREMENTS**

4.01 The Consultant will prepare and submit the following reports:

**a. Inception Report:**

- Submitted within two weeks of assignment commencement.
- Details the work schedule, methodology, and required information.
- Feedback provided by CDB and MOETVT within two weeks.

**b. Draft Gap Assessment Report:**

- Submitted within eight weeks of assignment commencement.

- Outlines the "As-Is" and "To-Be" state of IT operations, with initial recommendations.
- Findings presented in a workshop setting within two weeks of report submission.

**c. Draft IT Framework:**

- Submitted within three weeks of the workshop.
- Details proposed interventions, governance structures, training plans, and procurement strategies.
- Feedback provided by CDB and MOETVT within two weeks.

**d. Final Report:**

- Submitted within four weeks of the final framework presentation.
- Provides the finalized IT strategy and SOPs.

**5. DURATION**

5.01 The consultancy will span nine (9) months from the commencement date.

**6. QUALIFICATIONS AND EXPERIENCE**

6.01 The consulting firm or joint venture must demonstrate extensive experience in IT strategy development in the education sector. The team must include the following specialists:

**Key Specialist 1: IT Strategy Consultant**

- Post-graduate degree in IT Strategy Development or related field.
- Minimum 10 years of relevant experience, with expertise in aligning IT strategies to education goals and digital transformation in education.

**Key Specialist 2: Education Technology Specialist**

- Bachelor's degree in Education Technology or related field.
- Minimum 8 years of experience in digital learning tools, pedagogical integration, and curriculum development.
- Strong knowledge of learning management systems (LMS) and e-learning content development.

**Key Specialist 3: Network Architect and Infrastructure Specialist**

- Bachelor's degree in Computer Science, Information Systems, or related field.
- Certification in network architecture (e.g., CCNA, CompTIA Network+).
- Minimum 10 years of experience in network design, infrastructure planning, and IT systems for large-scale institutions.

## **7. COMMENTS BY THE CONSULTANT**

7.01 The Consultant may provide comments or suggestions to improve these Terms of Reference. Any financial implications of such recommendations should be clearly indicated in the Financial Proposal