

THE UNIVERSITY OF THE WEST INDIES

DIGITAL TRANSFORMATION PROJECT

TERMS OF REFERENCE

CONSULTANCY SERVICES FOR REVIEW OF IT GOVERNANCE, DATA GOVERNANCE AND DEVELOPMENT OF AN ICT STRATEGIC PLAN FOR THE UNIVERSITY OF THE WEST INDIES

1. BACKGROUND

1.01 The University of the West Indies (UWI) was established in 1948 and is the largest and longest-standing higher education provider in the English-speaking Caribbean. The university comprises five campuses, namely, the Mona Campus in Jamaica; St. Augustine Campus in Trinidad and Tobago; the Cave Hill campus in Barbados; the Five Islands Campus located in Antigua and Barbuda; and the Global Campus, which offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region; and. UWI's Regional Headquarters (RHQ) is located in Kingston, Jamaica, which houses the offices of the Vice Chancellery, including the Chancellor, Vice Chancellor, University Registrar, University Bursar, and the University Chief Information Officer. UWI's mission is "to advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world."

1.02 As part of its modernization programme, UWI has embarked on a digital transformation programme which seeks to assist in achieving UWI's strategic goals as outlined in its Triple A Strategy (2022-2027). The digital transformation programme will enable a shared services operating environment which will allow UWI to provide consistent and reliable services to all stakeholders. It will also enable the University to achieve greater operational efficiencies and economies of scale. As part of the digital transformation programme, UWI requested support from the Caribbean Development Bank (CDB) for a regional UWI Digital Transformation Project to strengthen the institution's teaching, learning and research delivery as well as its operational efficiency, resilience and global competitiveness. UWI Digital Transformation Project will include, among other things, the provision of expanded and upgraded technology platforms for teaching and learning, the provision of hardware to support administration and management, and consultancy services to assist UWI with harmonizing business processes.

1.03 IT Governance, programs and processes currently in place were developed in 2012 and the review will ensure an effective and efficient use of IT that allows the institution to deliver on its strategic objectives. As institutional investment in IT and reliance on information systems have grown, so has the need for reliable structures and measures to ensure success and minimize failure.

1.04 The UWI Digital Transformation Programme will support the review of the IT Governance structure and the development of an ICT Strategic Plan that will be aligned to the UWI strategic plan and ensure transparency and harmony in the delivery of services to all staff and students of the University across all its Campuses. A programmatic approach toward IT and data governance will provide a framework for the effective and efficient use of investments to support the UWI's mission.

1.05 Design and develop robust enterprise IT and Data governance system that will articulate and enforce compliance to cross-campus and cross-functional common, shared mission-critical enterprise data management and IT investment rules and standards.

1 OBJECTIVE

2.01 The objectives of the Consultancy are

- a. To review and develop and IT Governance structure that is effective within the UWI's governance structure.
- b. To review and develop the Data Governance Policy and Design for implementation of enterprise data governance that will provide seamless, accurate and consistent data and reporting across the campuses that harnesses technologies such as AI to revitalize IT and data governance.
- c. To develop an ICT Strategic Plan that is aligned to the UWI's strategic plan.

3 SCOPE OF SERVICE

3.01 The Consulting firm will carry out all studies, research, analyses, and related work required to attain the objectives described above.

3.02 The Consulting firm will be expected to:

IT GOVERNANCE

- a. Conduct a current state assessment/redesign.
- b. Develop the transition and Future state design.
- c. Prioritize actions required in the implementation plan.
- d. Provide a report of the IT Governance workshop

DATA GOVERNANCE

- a. Conduct current state assessment/redesign.
- b. Develop a robust data governance capability.
- c. Define and classify data levels in collaboration with data stewards and stakeholders.

- d. Develop a Data Governance policy.
- e. Establish and empower cross-institutional IT governance and data governance committees to build and enforce commitments to leveraging standardized and accurate data resources to meet clear institutional objectives.

ICT STRATEGIC PLAN

- a. Elicit business context and complete diagnostic programs.
- b. Identify strategic UWI objectives that align with the IT strategy.
- c. Establish the scope of the IT Strategy.
- d. Review and validate the business context.
- e. Construct mission and vision statements.
- f. Elicit guiding principles and finalize the scope of the IT strategy.
- g. Identify key IT initiatives that support the business and enable operational excellence.
- h. Identify key IT initiatives that drive technology innovation.
- i. Determine IT Goals and strategy roadmap.
- j. Define operational strategy.
- k. Document strategy and provide an ICT Strategic Plan and presentation.

3. METHODOLOGY

3.01 The methodology of the Consultant will include the application of participatory research methods where relevant and include but will not be limited to desk review of secondary data, focus group discussions, and consultations. The Consultant is expected to work closely with staff at various levels of the university. It is expected that workshops will be held with relevant staff members in the framing of the IT Governance structure and IT Strategic Plan. The proposed approach for this Consultancy will include, but not be limited to the following tasks:

3.02 Review of documentation including but not limited to:

- (a) The UWI Triple A Strategy 2022-2027.
- (b) IT Governance Model and any other initiatives to review governance and operating model.
- (c) The UWI Governance structure.
- (d) Data governance, classifications
- (e) ICT policies and frameworks
- (f) Previous IT Strategic plans

3.03 Stakeholder Engagement

- (a) Consultations with UWI's Vice Chancellery, UWI IT Staff members, UWI Registry and Bursary and other senior management, academic and administration staff. Cross-campus representation will be essential. Conduct focus groups and workshops with key stakeholders, including students, faculty, and administrative staff, to gather requirements and understand user needs.

- (b) Administer surveys and interviews to identify common pain points.
- (c) Create a stakeholder feedback loop to validate assumptions and refine requirements.

3.04 Implementation and Handover

- (a) Develop and hand over detailed documentation.

3.05 Post-Implementation Support

- (a) Establish support mechanisms to address issues and user inquiries.
- (b) Monitor performance and user satisfaction to identify opportunities for continuous improvement.

4. INPUTS AND EXECUTING ARRANGEMENTS

- 4.01 Through the Project Coordinator (PC), UWI will establish the working team, comprising representatives from IT, Planning, Registry, Faculty and administrative departments. The PC will coordinate meetings with the UWI Team to review the Draft and Final products of the Consultant and will facilitate the submission of comments by the UWI on the Consultant's reports. The PC will make available all relevant policies, guidelines and other documentation required by the Consultant; assist with arranging meetings between the Consultant and staff and management of UWI; and will act as liaison between CDB and the Consultant.
- 4.02 The implementation will be anchored by virtual consultations with staff and management of UWI and other key stakeholders.

5. REPORTING REQUIREMENTS

5.01 The Consultant will report directly to the PC. The Consultant will be required to prepare and submit two copies (one hard copy and one electronic copy in Microsoft Word) of the following documents to UWI within the time periods indicated:

- (a) **Inception Report** providing details of the work programme, and the nature and intended timing of all activities to be undertaken in accordance with the Terms of Reference within two weeks of contract award.
- (b) **Draft Design** within four weeks following acceptance of Inception Report by UWI.
- (c) **Progress Reports** Monthly updates highlighting project milestones, challenges, and solutions. Include summaries of completed and upcoming tasks.
- (d) **Final Report** Comprehensive overview of the project, including outcomes,

challenges, and recommendations including post-implementation support plan within two (2) weeks of final sign-off.

6. QUALIFICATIONS AND EXPERIENCE

- 6.01 The consultant firm must have a minimum of 5 years experience reviewing and developing IT Governance structures, Data Governance Policies and ICT Strategic Plans. The firm must have successfully completed a minimum of two projects reviewing and developing IT Governance structures, Data Governance Policies and ICT Strategic Plans of similar or greater complexity than the requirements set out in the Scope of Services. Any experience working in the Caribbean Region would be beneficial and should be stated. Any experience working with universities, public bodies or on Development Bank-funded projects would be an asset.
- 6.02 If selected to submit a Proposal, the Consulting Firm will be required to appoint a qualified team of key and non-key experts, as appropriate, to ensure the successful implementation of the assignment.

The Consulting Team must include a minimum of two (2) key experts, one of which can be the team leader. The key experts should have the following minimum qualifications and experience:

The Team Leader shall possess the following minimum qualifications and experience:

- Bachelors and/or Masters degrees in Computer Science or Engineering.
- Proven expertise in IT governance & ITSM frameworks (COBIT, ITIL, ISO/IEC 20000, etc).
- Strong project management skills, particularly in IT Governance, ITSM and ISO/IEC 20000 implementations.
- Excellent communication and presentation abilities.
- Strong understanding of organizational design, roles, and responsibilities in IT.
- Experience leading and delivering IT training and awareness sessions.
- Ability to collaborate with cross-functional teams and senior management.
- Relevant certifications (e.g., ITIL 4 Master, ITIL 4 Managing Professional, ITIL V3 Expert, ISO/IEC 20000 Lead Implementer, COBIT Design and Implementation, CGEIT, etc.) are a plus.
- Problem Solving.

All team members are expected to possess the following:

- a) Excellent coordination and communication skills.
- b) Strong interpersonal and motivational skills and sensitivity to the Regional and local environments as well as the ability to work with minimal supervision.

7. DURATION

The consultancy assignment is expected to be implemented over a period of 25 working days over a two (2) months duration.