

REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTANT'S QUALIFICATIONS BASED SELECTION (CQS)

Republic of the Marshall Islands

Digital RMI Project

Loan No./Credit No./ Grant No.: D879-MH

Assignment Title: Microsoft All-of-Government Services Transformation

Reference No. MH-DIDA-354075-CS-CQS

The Government of the Marshall Islands (RMI) has received financing from the World Bank to establish, develop and deliver digital transformation, facilitating enablement and access to online government and private sector services.

Digital RMI Office will be the lead implementation group of the RMI Digital Transformation plan. It will be also the central authority for digital strategy, governance, enterprise architecture, and delivery, as well as the primary interface to all government departments. While the digital strategy, policy and roadmaps are being developed, there is an existing opportunity to review and redeploy the RMI government's Microsoft Office 365 capability to reduce risk in the information domain and introduce comprehensive training and support elements for the user community across the Government.

The RMI government has decided to remain with Microsoft's capabilities and move to its Azure cloud-based services. Implementing an appropriate government enterprise solution is a foundational step to support RMI's digital aspirations for Government.

This assignment focuses on assisting the Government, through the RMI Digital Project, with assessing, developing the appropriate government requirements, licensing arrangements, and implementation, migration and operational support plans to enable a secure mail and information collaboration capability for RMI.

The assignment will be split into two distinct phases, with Phase 1 focusing on the planning and design of the proposed services and Phase 2 focusing on the implementation and migration to the new services, with associated training. For Phase 1, the assignment is to prepare and propose the implementation of the following critical outputs:

1. An assessment and analysis of the current state of the RMI Government ICT ecosystem and define the services that Azure cloud services and the MSO365 toolset can replace.
2. A comprehensive implementation plan of MSO365 and Azure Cloud for the RMI Government, accompanied with a migration plan to migrate earmarked legacy services to the new environment.
3. A support and operations plan for the new services, defining any new support frameworks or processes required for operational support.

4. A capacity building and implementation plan for users, administrators, and support staff of the RMI Government.

This assignment is a vital part of the Digital RMI Project, which has its development objective *“To expand access to the internet, promote private sector investment in climate resilient digital infrastructure, and establish the critical foundations for digital government services and the digital economy in the Recipient’s territory.”*

This terms of reference include all activities for Phase 1 of the engagement. The scope of Phase 2 will be defined by the outputs of Phase 1, and will be subject to negotiation with and performance of the successful supplier of Phase 1

The detailed Terms of Reference (TOR) for the assignment are attached to this REOI.

The Department of Transportation, Communications and Infrastructure now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the World Bank’s Procurement Regulations for IPF Borrowers dated November 2022 (“the Regulations”), setting forth the World Bank’s policy on conflict of interest.

The best qualified firm to carry out the services will be selected in accordance with the Consultant’s Qualifications Based Selection (CQS) method set out in the Regulations, and based on the following criteria:

Qualifications

The following minimum qualifications and experience are required and will be used to evaluate the Consultant which shall be a firm.

Mandatory

The 'Firm' experience

- Prior experience in successfully deploying Microsoft solutions (MS0365, Exchange and Azure) in at least one country across organizations in Government using the Microsoft deployment methodologies and toolset,
- Experience in designing and undertaking a consultation process to identify government business requirements and translating this into technical and commercial outcomes with the stakeholders concerning Microsoft products;
- Understanding of the principles of digitization through the Microsoft set of technologies and its implications on all of the following competencies;

- Data protection & privacy
- Cybersecurity
- E-Government Service
- Citizen Services
- Relevant commercial experience in advising and developing enterprise cross-government Microsoft licensing agreements with a deep understanding of the design of all-of-government licensing operating models
- The project, Change, Governance, Training and technical capability to deliver an end-to-end outcome as a supplier

Technical Capability

- Microsoft Gold Partner status or similar, with specialisation in Microsoft O365, Exchange and Azure
- Experience in delivering complex projects in the Government sectors, specifically Microsoft O365, Exchange and Azure platforms
- Demonstrable capability in delivering end-to-end architecture, design and project implementation services across multiple government agencies or equivalent businesses on the Microsoft platforms, including the provision of Government-level cybersecurity architecture and technical controls in a secure Microsoft environment
- Demonstrable project delivery capability in deploying technology portfolio projects, including managing risk and multiple stakeholder's expectations for delivery
- Demonstrable change management expertise to manage the impact of projects on people and devising intervention and support solutions to ensure success
- Capabilities of the firm:
 - Individuals with Microsoft certification and experience in security, configuration, deployment and support of the Microsoft Azure cloud
 - Individuals with Microsoft certification and experience in configuration, implementation and support of the Microsoft Office 365 application and platform
 - Individuals with Portfolio and Project Management certifications with experience in delivering complex projects
 - Individuals with Change management Certification and communication backgrounds

- Individuals with Business Analysis certification and experience in business requirement definition for the Microsoft and Azure platforms.

Desirable requirements

- Experience in cross-government Microsoft licensing development and implementation as all-of-government capabilities
- Experience of operating in complex environments, functionally, organisationally, and culturally
- Prior experience working in small island and small population contexts; experience in the Pacific Islands is preferred

Further information can be obtained by emailing the project manager Mike Lott at mike@lott.co.nz

Expressions of interest must be delivered in a written form to the email address below by Friday June 23, 2023

Mr. Waylon Muller
Assistant Secretary
Ministry of Transportation, Communications, and Information Technology
Majuro, Uliga Dock
Republic of the Marshall Islands
96960

E-mail: waylommuller@gmail.com with copy to galbertrobert@gmail.com and mike@lott.co.nz

Terms of Reference: Firm Assignment
Microsoft All-of-Government Services Transformation
MH-DIDA-354075-CS-CQS
Republic of the Marshall Islands

A. Objective of the assignment

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B. Outputs

Phase 1: Design and Planning

1. *An assessment and analysis of the current state of the RMI Government ICT ecosystem, including the existing deployment of MSO365.*

Technical assessment of the existing ICT environment and the current MSO365 capability. The evaluation will provide insight into the current environment, gaps, and potential opportunities for the Microsoft O365 toolset in RMI. In addition, the initial assessment will provide vital input for the commercial and capability development requirements for Project. This will include, but not be limited to, existing LDAP authentication services (Active Directory), email, Microsoft Office desktop software environment, home drives and user data, knowledge and document management services, service monitoring and operations platforms, and other back-office systems associated with the Microsoft user desktop ecosystem. It will also include an assessment of the network topology and architecture present across key Government sites in Majuro. The architecture should then expand to sites on Ebeye and ultimately neighboring islands.

2. *A future state roadmap and budget forecast for the proposed Microsoft O365 and Azure cloud-based ecosystem for the RMI Government.*

The Firm will develop a detailed future-state roadmap of the proposed Microsoft O365 and Azure cloud-based services required to meet the Whole-of-Government requirements for RMI. This will include a detailed definition of the proposed services in scope of migration to MSO365 and Azure cloud, based on the current-state assessment and on agreement with stakeholders across Government, led by the Digital Government Advisor.

It will also include a detailed budget forecast for the proposed services, componentized to show costs of each service and associated migration activities.

3. *A comprehensive costed implementation and migration plan of MSO365 and Azure cloud services for the RMI Government*

The Firm will develop, alongside the Digital Government Advisor and other SMEs, a comprehensive RMI All-Of-Government requirements and implementation plan to deliver the project, based on the roadmap agreed with Government.

On a thematic level, the requirements document and implementation plan will cover (but not be limited to):

- A comprehensive implementation and migration plan for implementing the proposed services for the RMI government, across all services agreed in the roadmap. This should highlight all activities required to carry out the implementation, as well as activities for migrating any data and services from the current estate to the new service model.
- An integrated training and capability plan for the user and support community, with the addition of critical milestones for the delivery of the entire project.
- Project communication, governance, and change management plans and services to ensure the deployment and transition to the new services is seamless and well supported for all impacted stakeholders.
- Meets appropriate cybersecurity and data protection requirements.

4. Capacity-building and training

The Firm will provide the Project and Delivery Manager for the RMIMCSR and part of the RMI Digital Office reporting through the Digital Government Advisor. In addition, the Firm will be part of a virtual team of subject matter experts that support the development of the Digital Office capability in this area. This team includes a Microsoft resource that will act as an advisor to the program of work.

The Project and Delivery manager, through the initial project and the Digital RMI program, implement a Microsoft O365 training regime that facilitates:

- *User:* Understanding of the Office365 capabilities and operating model for collaboration and information management
- *Information Management:* Understanding in the business context how Office 365 collaboration tools operate and how to utilize this for business workflow management
- *Use Case:* Use case examples to link how MS365 can improve agency efficiency and effectiveness.

Phase 2: Implementation and Planning

Phase 2 will include all activities to implement the new services and establish the new licensing framework, as well as migrate existing user data and services to the new environment. It will also include comprehensive training and operational support assistance to transition Government operations to the new services.

Phase 2 will be negotiated with the successful supplier once the full cost and scope has been agreed from Phase 1 outputs. Suitable performance in Phase 1 will also be a factor in negotiations as well as cost.

C. Approach and methodology

The Firm will work closely with the Digital RMI Office and the Adviser to the Chief Information Officer under the Ministry of Transportation, Communications, and Information Technology. They will also work with any Microsoft resources allocated to the activity.

D. Deliverables, timeline, and payment schedule

The deliverables, timeline and payment schedule are set out below:

| Deliverable | Timing | Payment (%) |
|--|--|--------------------|
| 1. Inception report, containing detailed Phase 1 work plan, proposed methodology and approach, identification of priority issues/risks and agreed expectations of Government | 2 weeks | 10% |
| 2. Draft Current State Assessment (Output 1) | 8 weeks | 20% |
| 3. Draft Future State Roadmap and Budget Forecast (Output 2) | 12 weeks | 20% |
| 4. Draft Implementation and Migration Plan (Output 3) | 16 weeks | 20% |
| 5. Capacity building and Training (Output 4) | 16 weeks (delivered ongoing throughout project) | 20% |
| 6. Final report containing all final outputs, presented to RMI stakeholders | 20 weeks | 10% |

It is anticipated that the Firm (resources) will be required to spend time in RMI to deliver this assignment. At a minimum, two trips to Majruo, RMI to complete the current “as is” assessment and present the final report, should be planned..

E. Qualifications

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