TOGAF

Vision:

      Boundaryless information flow achieved through global interoperability in a secure, reliable and timely manner. It means the boundaries are permeable to enable business.

Enterprise :

An enterprise to be any collection of organizations that have common goals

Architecture:

An architecture is the fundamental organization of something, embed in :
- o Its components
- o Their relationship to each other and the environment; and
- o The principles governing its design and evolution

Enterprise Architecture:

      The organizing logic for business processes and IT infrastructure reflecting the integration and the standardization requirements of the firms operating model.

      The **conceptual blueprint that defines structure** and operation of the organization. The intent of the enterprise Architecture is to determine how an organization can most effectively achieve its current and future objectives.

Building blocks have generic characteristics as follows:

- A building block is a package of functionality defined to meet the business needs across an organization.
- A building block has a type that corresponds to the TOGAF content metamodel (such as actor, business service, application, or data entity)
- A building block has a defined boundary and is generally recognizable as "a thing" by domain experts.
- A building block may interoperate with other, inter-dependent, building blocks.
- A good building block has the following characteristics:
    - o It considers **implementation and usage**, and evolves to exploit technology and standards.
    - o It may be assembled from other building blocks.
    - o It may be a subassembly of other building blocks.
    - o Ideally a building block is re-usable and replaceable, and well specified.

TOCAF Document
1. Introduction
2. ADM
3. ADM Guidelines and Techniques
4. Architecture Content Framework
5. Enterprise continuum & Tools
6. Architecture Capability Framework

Architecture within TOGAF Standards
1. Business Architecture
2. Data Architecture
3. Application Architecture
4. Technology Architecture

ADM :
An iterative sequence of steps to develop an enterprise wide architecture.
- The core of the TOGAF framework
- A proven way of developing an architecture
- Design to address the business requirements
- An iterative method

ADM Phases:
1. Preliminary
2. Architecture Vision (A)
3. Business Architecture (B)
4. Information System Architecture (C)
5. Technology Architecture (D)
6. Opportunities & Solutions - E
7. Migration Planning - F
8. Implementation Governance - G
9. Architecture change management – H
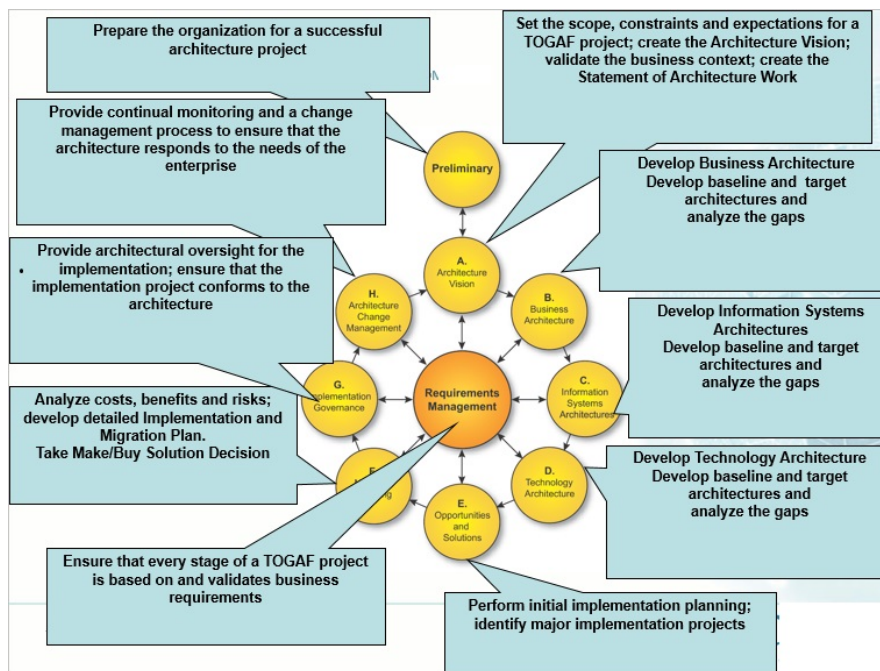
2.

Enterprise Continuum:
1. The Architecture Continuum
   a. Foundation Architecture
   b. Common System Architecture
   c. Industry Architecture
   d. Organization specific Architecture
2. Solution continuum
   a. Foundation solution
   b. Common system Solution
   c. Industry solution
   d. Organization specific solution

Skills Framework – Competency level for the specific roles
1. The **roles** with in work area
2. The **skills** required by each role
3. The **depth of knowledge** required to fulfill the role successfully

TOGAF Roles:
- Architecture Board Members
- Architecture Sponsor
- Architecture Manager
- Architects for :
  o Enterprise Architecture
  o Business Architecture
  o Data Architecture
  o Application Architecture
  o Technology Architecture
- Program / Project Managers
- IT Designer
- Many others

Structure of the Architecture Skills Framework

- **Generic Skills**: - typically comprising leadership, teamworking, inter-personal skills, etc.
- **Business Skills and Methods**: - typically comprising business cases, business process, strategic planning, etc.
- **Enterprise Architecture Skills**: - typically comprising modeling, building block design, applications and role design, systems integration, etc.
- **Program or Project Management Skills**: - typically comprising managing business change, project management methods and tools, etc.
- **IT General Knowledge Skills**: - typically comprising brokering applications, asset management, migration planning, SLAs, etc.
- **Technical IT Skills**: - typically comprising software engineering, security, data interchange, data management, etc.
- **Legal Environment**: - typically comprising data protection laws, contract law, procurement law, fraud, etc.

Skills Frame work – Proficiency level
   a. **Background** - Not Required
   b. **Awareness** – understand the background
   c. **Knowledge** – detailed knowledge of subject
   d. **Expert** – Extensive and substantial practical

Architecture Content Framework Categories
   1. Deliverables [is a **work product** that is contractually specified and in turn **formally reviewed, agreed, and signed off by the stakeholders**.]
   2. Artifacts
      a. Catalogs (List of things)
      b. Matrices (Showing relation between things)
      c. Diagrams (Picture of things)
   3. Building Blocks
      a. Architecture Building Block
      b. Solutions Building Block

Architectural Artifacts:
   - Artifacts are **architectural work products** that are created when developing an architecture.
   - An artifact is **distinct from a deliverable**, which is contracted output from a project
   - **Deliverable contain many artifacts** and each artifact may exist in many deliverables.
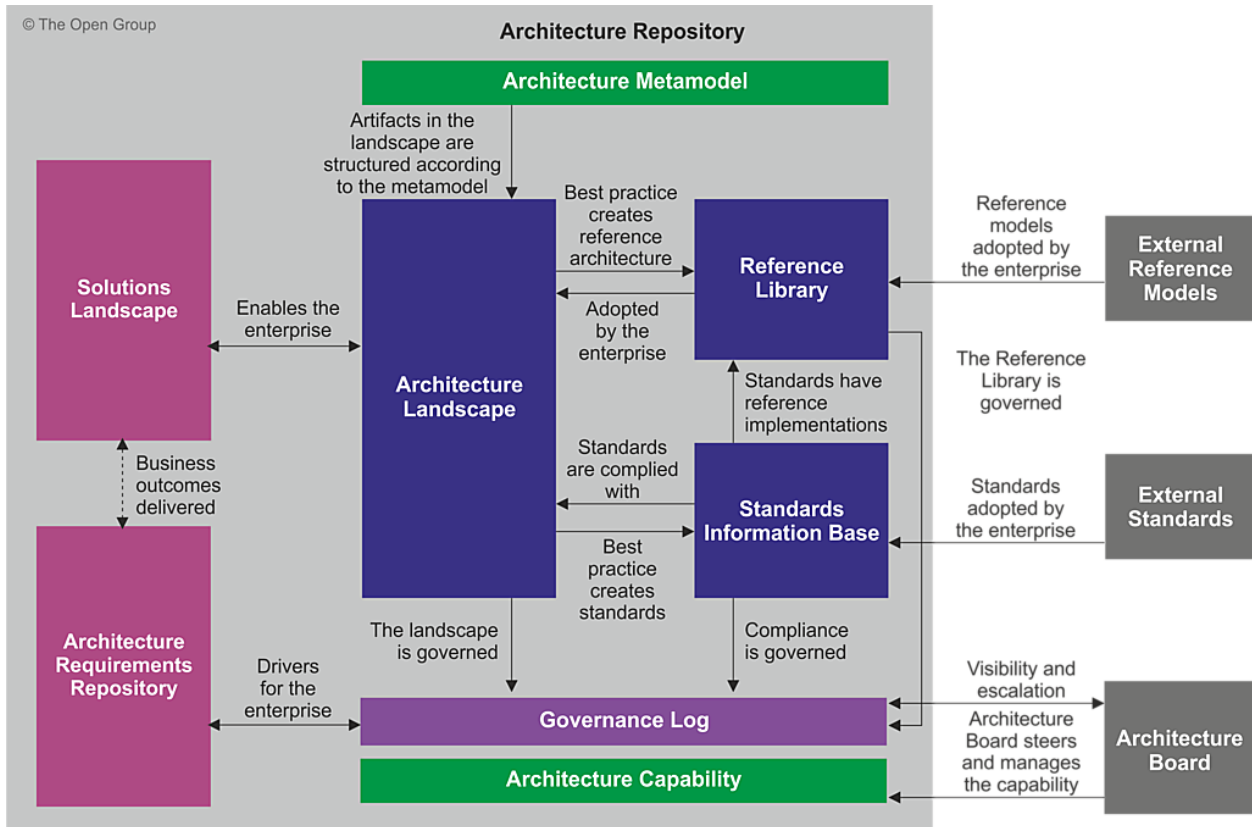
View & View Point
   View   : **Representation**
   View Point   : **Perspective**

Architecture view creation:

   1. Refer to an existing library of architecture viewpoints
   2. Select the appropriate architecture viewpoints (based on the stakeholders and concerns that need to be covered by architecture views)
   3. Generate architecture views of the system by using the selected architecture viewpoints as templates
   4. **If no libraries of architecture viewpoints exist**, then:
      a. Select key stakeholders;
      b. Analyze stakeholders' concerns and document them;
      c. Develop new architecture viewpoints (based on the stakeholders and their concerns); and
      d. Generate architecture views of the system using the new viewpoints as templates.

Architecture Repository:

1. Architecture metamodel : Describes the organizationally tailored application of an Architecture framework
   a. Architecture method
   b. Content metamodel
2. Architecture Landscape : is the Architectural representation of assets deployed with in the operating enterprise at a particular point of time.
   a. Strategic Architecture
   b. Segment Architecture
   c. Capability Architecture
3. Reference Library (provides)
   a. Reference Architecture
   b. Reference models
   c. View point library
   d. Template
4. Standard Information base : captures the standards with which new architecture must comply, which may include industry standards [classification below]
   a. Business Standards
   b. Data Standards
   c. Application Standards
   d. Technology Standards
5. Governance Log : provides the records of governance activity across the Enterprise
6. Architecture Capability – defines the parameters, structures and processes that support governance of the Architecture repository.
   a. Skills repository
   b. Organization Structure
   c. Architecture Charter
7. Solutions Landscape
8. Architecture Requirements Repository: provides the view of all authorized architecture requirements which have been agreed with the Architecture Board

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Architecture Repository

Architecture Metamodel

Artifacts in the landscape are structured according to the metamodel

Solutions Landscape

Enables the enterprise

Business outcomes delivered

Architecture Requirements Repository

Drivers for the enterprise

Architecture Landscape

Best practice creates reference architecture

Adopted by the enterprise

Standards are complied with

Best practice creates standards

The landscape is governed

Reference Library

Reference models adopted by the enterprise

The Reference Library is governed

Standards have reference implementations

Standards Information Base

Standards adopted by the enterprise

Compliance is governed

Governance Log

Architecture Capability

Visibility and escalation

Architecture Board steers and manages the capability

External Reference Models

External Standards

Architecture Board

Scoping the Architecture:
- Breadth
- Depth
- Time period
- Architecture domains

Deliverable convention
  - 0.1 – a **high level of outline** deliverable
  - 1.0 – a **formally review details** deliverable

ADM Iteration cycle
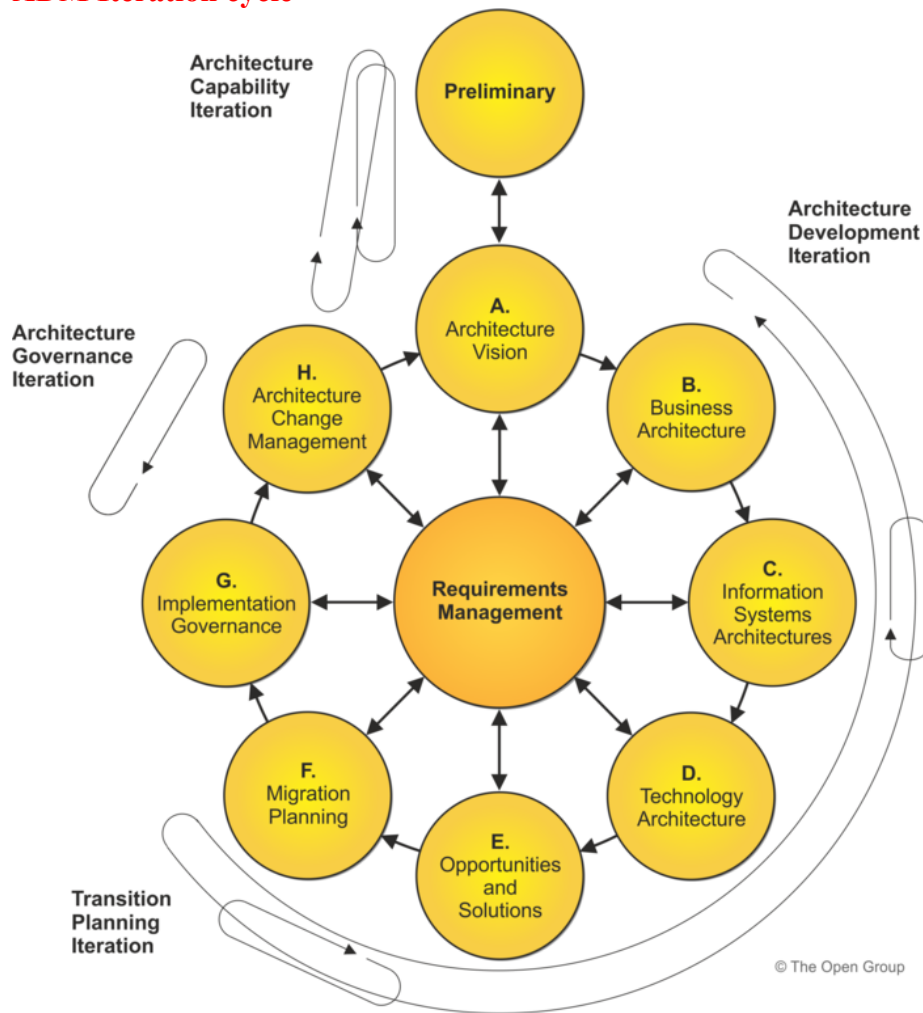
- **Architecture Capability** iterations support the creation[1] and evolution of the required Architecture Capability **[H → P , A ←→ P]**

  This includes the initial mobilization of the architecture activity for a given purpose or architecture engagement type by establishing or adjusting the architecture approach, principles, scope, vision, and governance.

- **Architecture Development** iterations allow the creation of architecture content by cycling through, or integrating, Business, Information Systems, and Technology Architecture phases **[B, C, D]**
- **Transition Planning** iterations support the creation of formal change roadmaps for a defined architecture **[F →E]**
- **Architecture Governance** iterations support governance of change activity progressing towards a defined Target Architecture **[H →G]**

Approaches to Architecture Development

- **Baseline First**: in this style, an assessment of the baseline landscape is used to identify problem areas and improvement opportunities

  This process is most suitable when the baseline is complex, not clearly understood, or agreed upon. This approach is common where organizational units have had a high degree of autonomy.

- **Target First**: in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity

  This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model.

Architecture Landscape

1. **Strategic Architecture** provides an organizing framework for operational and change activity and allows for direction setting at an **executive level.**
2. **Segment Architecture** provides an organizing framework for operational and change activity and allows for direction setting and the development of effective architecture roadmaps at a **program or portfolio level.**
3. **Capability Architecture** provides an organizing framework for change activity and the development of effective architecture roadmaps **realizing capability increments**.
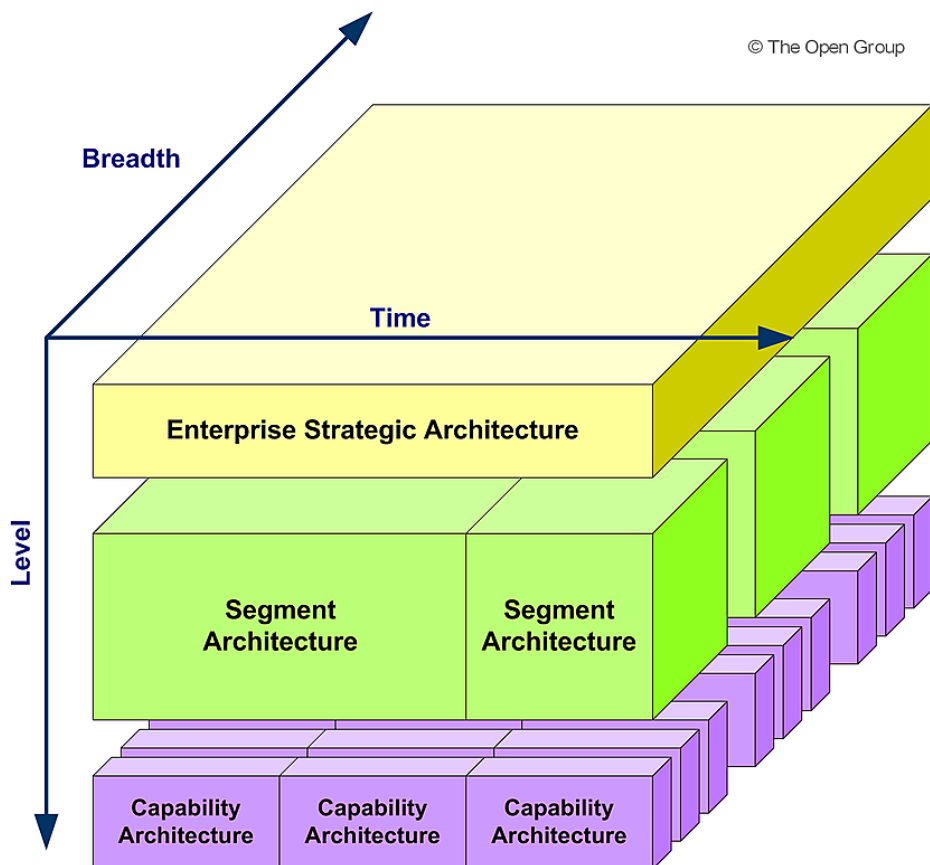
The **Architecture Continuum** provides a method of dividing each level of the Architecture Landscape (see *35.4.1 Architecture Continuum*) by abstraction. It offers a consistent way to define and **understand the generic rules, representations, and relationships in an architecture**, including traceability and derivation relationships. The Architecture Continuum shows the relationships from foundation elements to organization-specific architecture
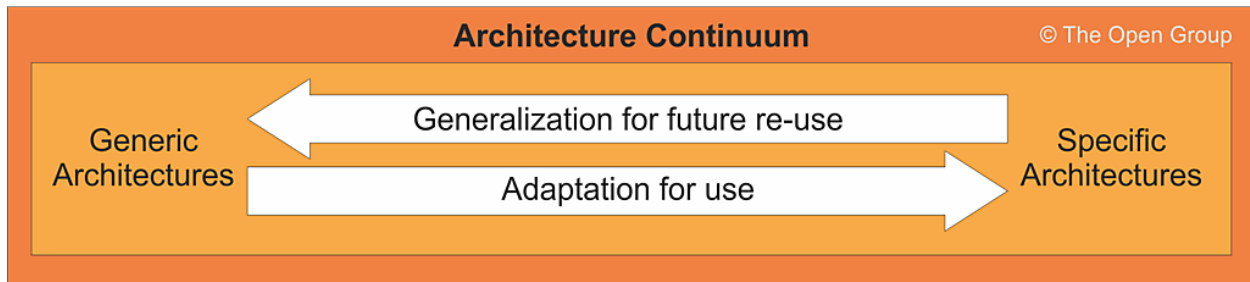
Organizing the Architecture Landscape to Understand the State of the Enterprise

The following characteristics are typically used to organize the Architecture Landscape:

- **Breadth**: the breadth (subject matter) area is generally the primary organizing characteristic for describing an Architecture Landscape

  Architectures are functionally decomposed into a hierarchy of specific subject areas or segments.

- **Depth**: with broader subject areas, less detail is needed to ensure that the architecture has a manageable size and complexity

  More specific subject matter areas will generally permit (and require) more detailed architectures.

- **Time**: for a specific breadth and depth an enterprise can create a Baseline Architecture and a set of Target Architectures that stretch into the future

  Broader and less detailed architectures will generally be valid for longer periods of time and can provide a vision for the enterprise that stretches further into the future.

- **Recency**: finally, each architecture view will progress through a development cycle where it increases in accuracy until finally approved

  After approval, an architecture will begin to decrease in accuracy if not actively maintained. In some cases recency may be used as an organizing factor for historic architectures.

Capability Maturity Models (CMMs)

Capability Maturity Models (CMMs) address this problem by providing an effective and proven method for an organization to gradually gain control over and improve its change processes. Such models provide the following benefits:

- They describe the practices that any organization must perform in order to improve its processes
- They provide a yardstick against which to periodically measure improvement
- They constitute a proven framework within which to manage the improvement efforts
- They organize the various practices into levels, each level representing an increased ability to control and manage the development environment

Architecture Capability Maturity Model (ACMM)

Architecture Capability Maturity Model (ACMM) to aid in conducting internal assessments. The ACMM provides a framework that represents the key components of a productive Enterprise Architecture process. The goal is to enhance the overall odds for success of Enterprise Architecture by identifying weak areas and providing a defined evolutionary path to improving the overall architecture process.

The ACMM comprises three sections:

1. The Enterprise Architecture maturity model
2. Enterprise Architecture characteristics of operating units' processes at different maturity levels
3. The Enterprise Architecture CMM scorecard

The DoC ACMM consists of six maturity levels and nine architecture elements. The six levels are:

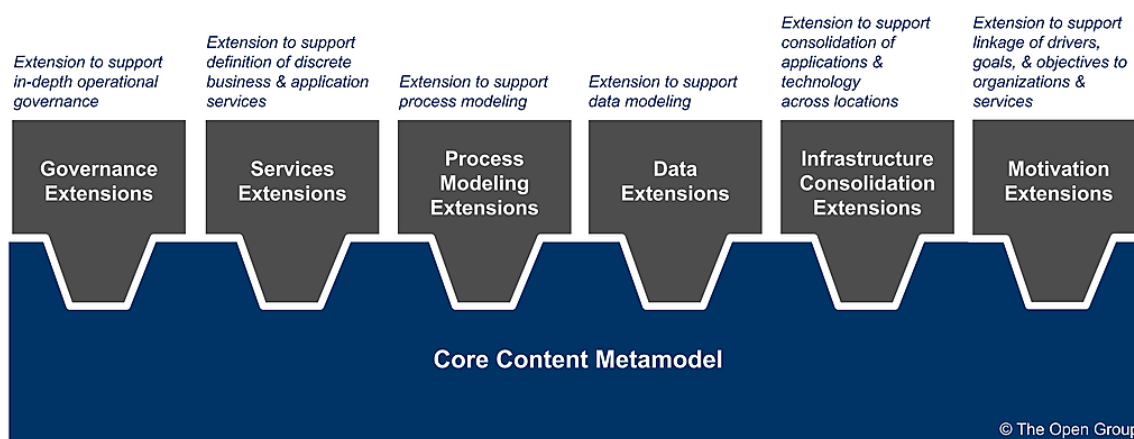| Score	Focus
0	No Enterprise Architecture Program
1	**Initial** - Informal Enterprise Architecture Process Underway
2	Enterprise Architecture Process Is **Under Development**
3	**Defined** Enterprise Architecture Including Detailed Written Procedures and Technical Reference Model
4	**Managed** and Measured Enterprise Architecture Process
5	**Measured / Optimizing** - Continuous Improvement of Enterprise Architecture Process

The nine Enterprise Architecture elements are:

1. Architecture Process: Is there an established Enterprise Architecture process?
2. Architecture Development: To what extent is the development and progression of the Operating Units' Enterprise Architecture documented?
3. **Business Linkage**: To what extent is the Enterprise Architecture linked to business strategies or drivers.
4. **Senior Management Involvement**: To what extent are the senior managers of the Operating Unit involved in the establishment and ongoing development of an IT Architecture?
5A. Operating Unit Participation: To what extent is the Enterprise Architecture process accepted by the Operating Unit?
5B. Operating Unit Participation: To what extent is the Enterprise Architecture process an effort representative of the whole organization?
6A. Architecture Communication: To what extent are the decisions of Enterprise Architecture practice documented
6B. Architecture Communication: To what extent is the content of the Enterprise Architecture made available electronically to everybody in the organization?
7. **IT Security**: To what extent is IT Security integrated with the Enterprise Architecture?
8. Governance: To what extent is an Enterprise Architecture governance (governing body) process in place and accepted by senior management?
9. IT Investment and Acquisition Strategy: To what extent does the Enterprise Architecture influence the IT Investment and Acquisition Strategy?
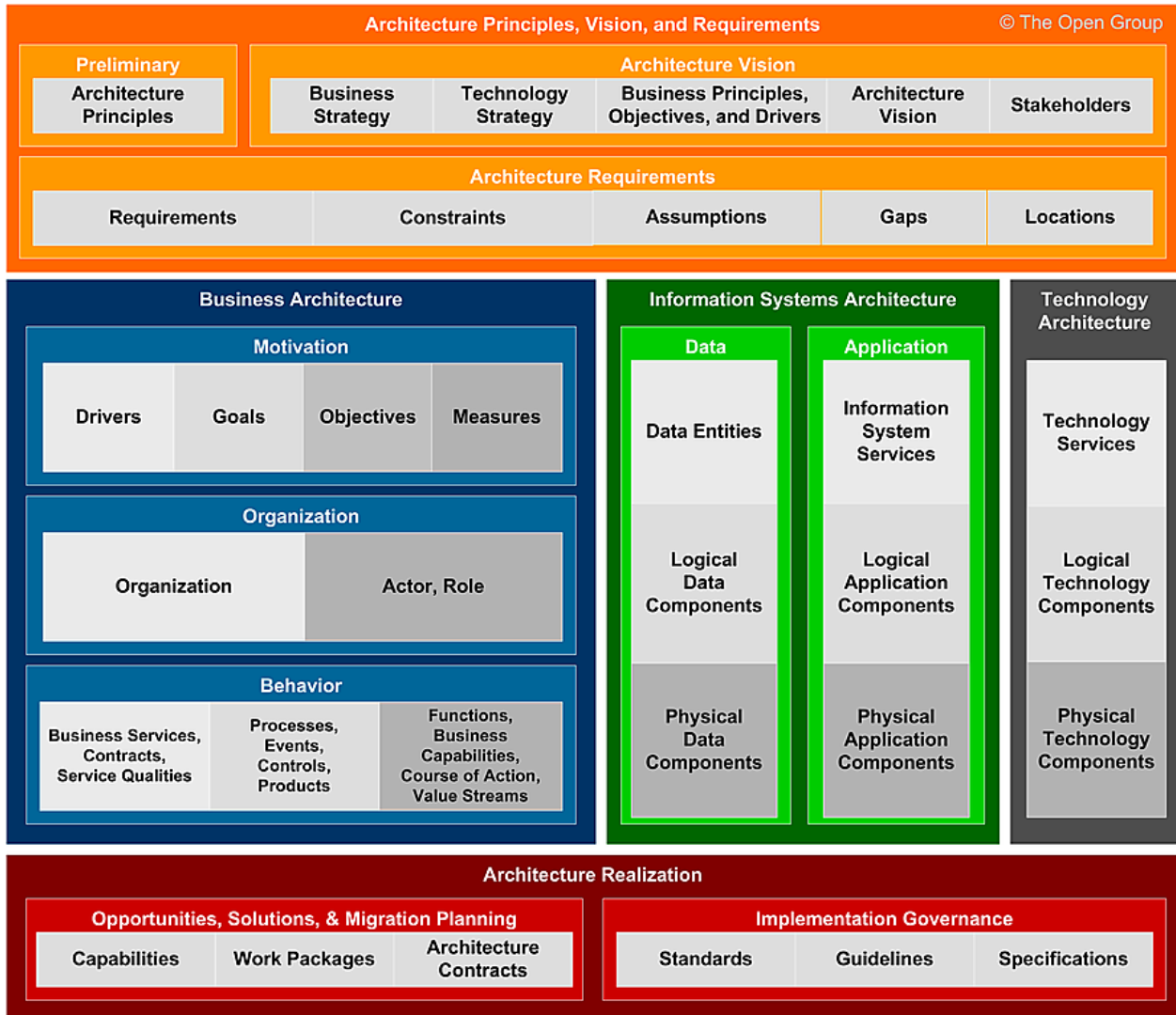
Two complementary methods are used in the ACMM to calculate a maturity rating.
- The first method obtains a weighted mean Enterprise Architecture maturity level.
- The second method shows the percentage achieved at each maturity level for the nine architecture elements.
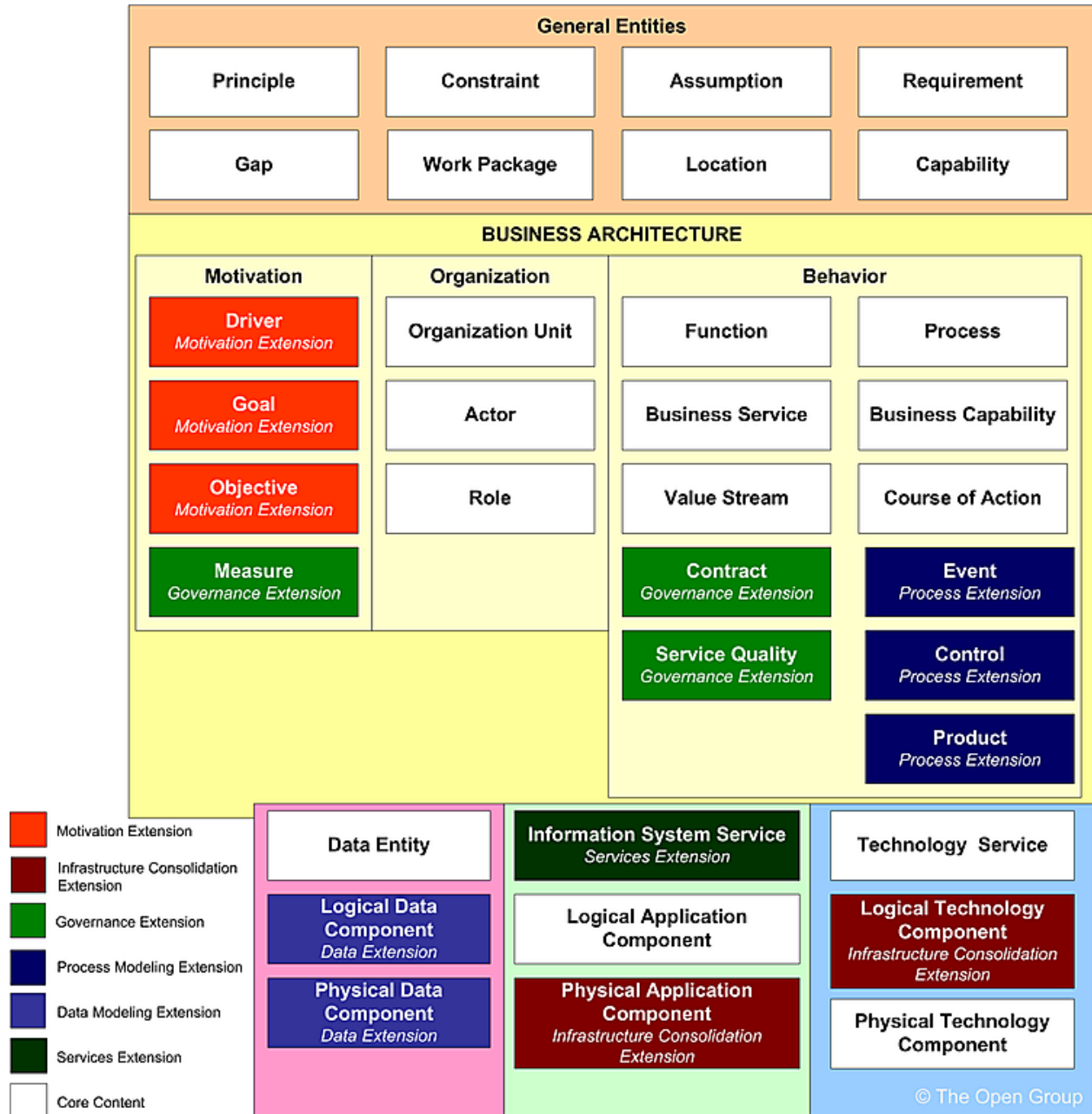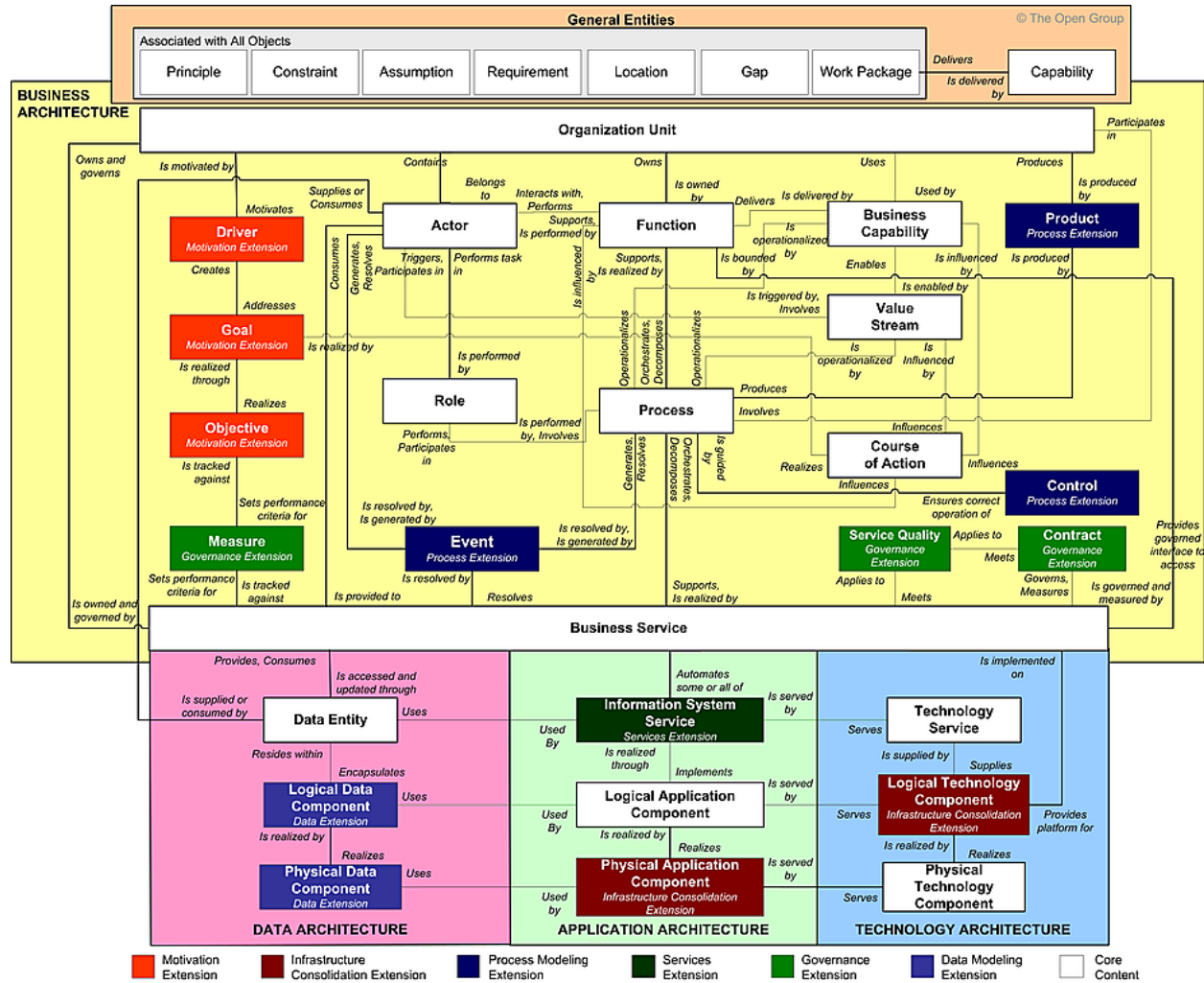
Content Meta Model Extensions

Content Meta Model

Architecture Principles, Vision, and Requirements

Preliminary

Architecture Principles

Architecture Vision

Business Strategy	Technology Strategy	Business Principles, Objectives, and Drivers	Architecture Vision	Stakeholders

Architecture Requirements

Requirements	Constraints	Assumptions	Gaps	Locations

Business Architecture

Motivation

Drivers	Goals	Objectives	Measures

Organization

Organization	Actor, Role

Behavior

Business Services, Contracts, Service Qualities	Processes, Events, Controls, Products	Functions, Business Capabilities, Course of Action, Value Streams

Information Systems Architecture

Data

Data Entities

Logical Data Components

Physical Data Components

Application

Information System Services

Logical Application Components

Physical Application Components

Technology Architecture

Technology Services

Logical Technology Components

Physical Technology Components

Architecture Realization

Opportunities, Solutions, & Migration Planning

Capabilities	Work Packages	Architecture Contracts

Implementation Governance

Standards	Guidelines	Specifications

Full Content Meta Model with Extensions

Full Content Meta model with Relationship

Principles

Principles are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission.

Enterprise Principles provide a basis for decision-making throughout an enterprise and inform how the organization sets about fulfilling its mission.

Architecture Principles are a set of principles that relate to architecture work

Components of Principles

Name	
Statement	Should succinctly and unambiguously communicate the fundamental rule.
Rationale	Should highlight the **business benefits** of adhering to the principle, using business terminology. Should describe **the relationship to** other principles.
Implications	Should highlight the **requirements,** both for the business and IT, for carrying out the principle - in terms of resources, costs, and activities/tasks. The **impact** to the business and consequences of adopting a principle should be clearly stated

Qualities of Principles:

- **Understandable**: the underlying tenets can be quickly grasped and understood by individuals throughout the organization
- **Robust**: enable good quality decisions about architectures and plans to be made, and enforceable policies and standards to be created. Each principle should be sufficiently definitive and precise to support consistent decision-making in complex, potentially controversial situations.
- **Complete**: every potentially important principle governing the management of information and technology for the organization is defined - the principles cover every situation perceived
- **Consistent**: strict adherence to one principle may require a loose interpretation of another principle. The set of principles must be expressed in a way that allows a balance of interpretations.
- **Stable**: principles should be enduring, yet able to accommodate changes

Objective:

- **Determine the Architecture Capability** desired by the organization:
- Establish the Architecture Capability

Architecture Governance Framework: Conceptual Structure

- Context
- Content
- Process

Key Activities

- Defining the enterprise
- Identifying key drivers and the requirements for architecture work
- Establish the Governance
- Defining the Architecture Organization
- Define the Principles
- Defining the framework / Tailor TOGAF to be used
- Select and implement tools
- Produce **RAW (Request for Architecture Work)**
- Perform Architecture capability maturity evaluation if Architecture capability already exist

Architecture Vision - A

Objective :

- Develop a **high-level aspirational vision** of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- Obtain **approval for a Statement of Architecture** Work that defines a program of works to develop and deploy the architecture outlined in the Architecture Vision

Key Activities:

1. Establish the Architecture Project
2. Identify the stake holder and their concern
   - Stakeholder management technique
   - Communication Plan
   - View & ViewPoints [of stake holder]
3. Confirm Goals and Drivers
4. Evaluate Business Capabilities
   - Value chain diagram
   - Capability based planning that focus on business outcome
5. Access Readiness for business transformation[ending in Phase E - Business Transformation readiness assessment]
6. Define Scope
7. Confirm Principle
8. Develop architecture vision
   - Solution concept diagram to illustrate the vision
   - Business scenarios to articulate the vision and document requirement
9. Define target architecture value proposition and KPI ()
10. Identify risk and medication activity
11. Develop Statement of Architecture Work and Secure Approval

Business scenario describes:

- A business process, application, or set of applications that can be enabled by the architecture
- The business and technology environment
- The people and computing components (called "actors") who execute the scenario
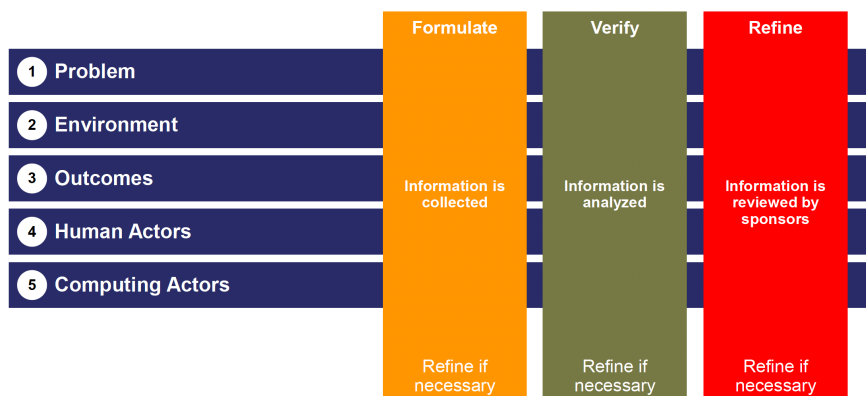- The desired outcome of proper execution

A good business scenario is representative of a significant business need or problem, and enables vendors to understand the value to the customer organization of a developed solution.

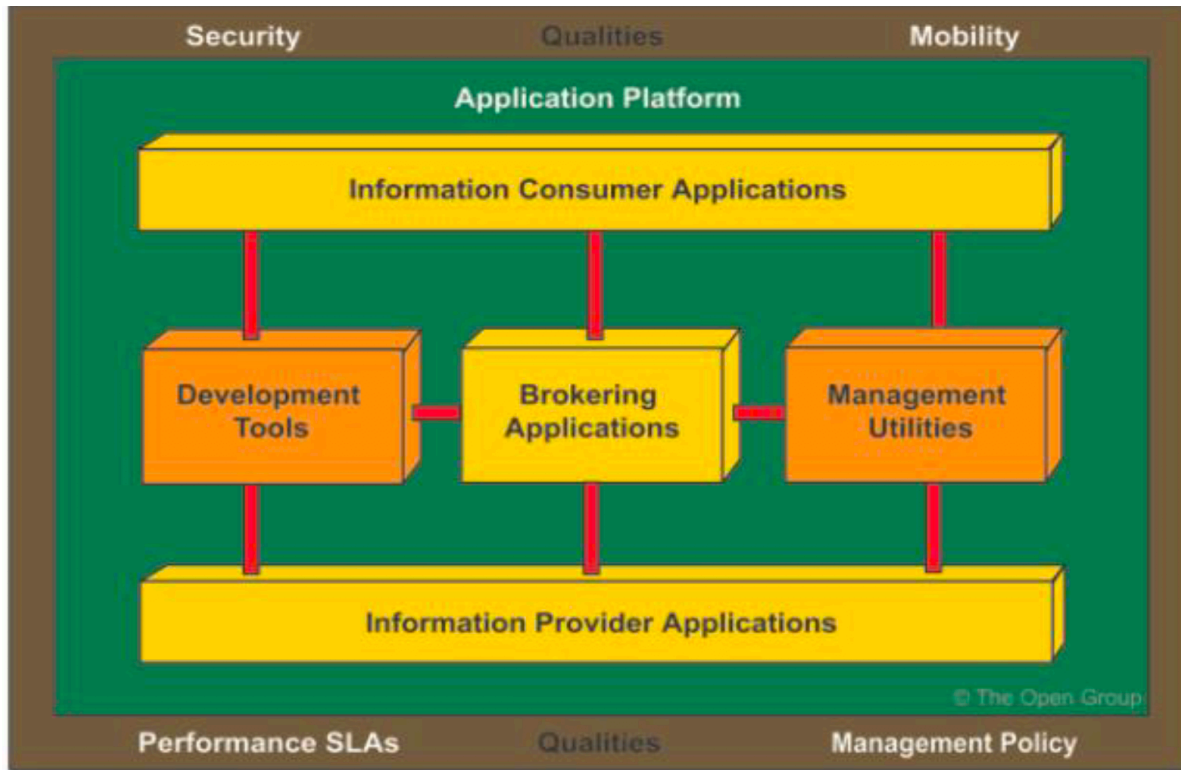A good business scenario is also "**SMART**":

- **Specific**, by defining what needs to be done in the business
- **Measurable**, through clear metrics for success
- **Actionable**, by:
    - Clearly segmenting the problem
    - Providing the basis for determining elements and plans for the solution
- **Realistic**, in that the problem can be solved within the bounds of physical reality, time, and cost constraints
- **Time-bound**, in that there is a clear statement of when the solution opportunity expires
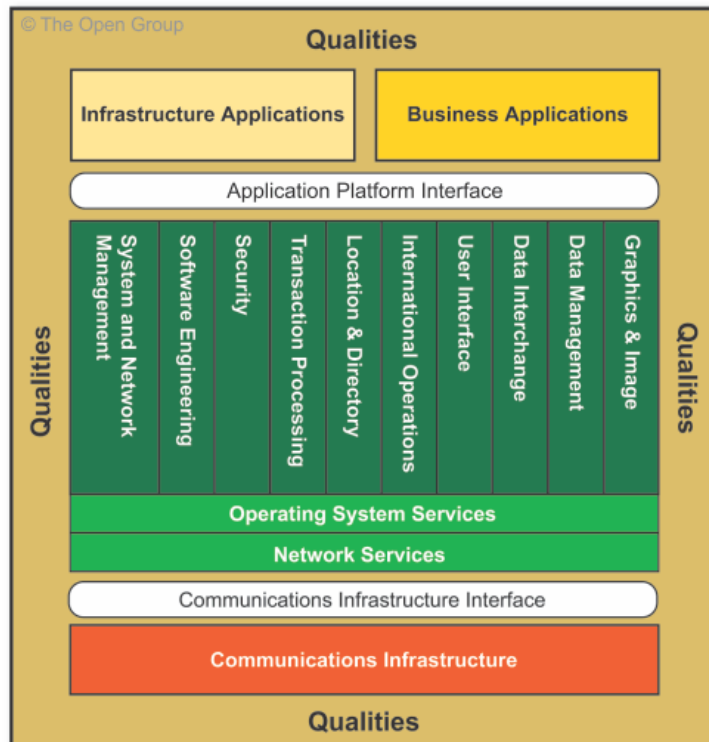
Developing the Business scenario
- Problem
- Environment
- Objective
- Human actor
- Computing actor
- Refine

	Formulate	Verify	Refine
1 Problem			
2 Environment			
3 Outcomes	Information is collected	Information is analyzed	Information is reviewed by sponsors
4 Human Actors			
5 Computing Actors			
	Refine if necessary	Refine if necessary	Refine if necessary

III-RM - Application model – Common system

TRM – Technology - Foundation

BUSINESS ARCHITECTURE - B

Objective

Develop the Target Business Architecture that describes how the enterprise needs to operation to achieve the business goals and respond to the strategic drivers set out in the Architecture vision, in a way that address the Statement of Architecture Work and stakeholder concerns.

Identify candidate Architecture Roadmap components base upon gaps between the Baseline and Target Business Architectures

Key Activities

1. Select the reference model, viewpoints and tools
2. Develop baseline business Architecture
3. Develop target business Architecture
4. GAP analysis
5. Define roadmap components
6. Resolve Impacts across the Architecture Landscape
7. Formal Stake Holder review
8. Finalize Business architecture
9. Create /Update Architecture definition Document

Objective:

- Generate the **initial complete version of the Architecture Roadmap**, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C and D

- Determine whether **an incremental approach** is required, and if so, identify **Transition Architectures** that will deliver continuous business value

- Define the overall solution building blocks to finalize the Target Architecture based on the Architecture Building Blocks (ABBs)

Key word and Phrases

- Initial implementation planning
- Architecture Road Map "0.1"
- Transition architecture
- Implementation migration plan "0.1"
- Coloration, co -operation, co ordination between
- EA +Share holder (Bus/IT)+Implementor/Operator + Strategic Planning/ Business Planning
- Consolidation of Gaps from B,C,D
- Work packages

Key Activities:

1. Determine the business change attribute
   a. Implementation factor assessment and deduction matrix.
2. Determine constraints for implementation.
3. Consolidate gaps from B,C,D
   a. Consolidated GAPS, Solutions and dependencies matrix
4. Consolidate requirement from related business functions.
5. Consolidate interoperability requirement. – [integration with other system]
6. Refine and validate dependencies
7. Confirm **readiness and risk for business transformation** [*initialized in Phase A*]
   a. Business transformation readiness assessment
8. Formulate implementation and migration plan
9. Identify and group major work packages
10. Identify transition architecture
11. Create Architecture road map "0.1" and Implementation migration plan "0.1"

Objectives:

- **Finalize the Architecture Roadmap** and the supporting Implementation and Migration Plan.

- Ensure that **the Implementation and Migration Plan** is coordinated with the enterprise's approach to managing and implementing change in the enterprise's overall change portfolio.

- Ensure that the **business value and cost of work packages and Transition Architectures** is understood by key stakeholders

Key words and Key phrases

- Finalization
- Detail implementation planning
- Architecture roadmap "1.0"
- Transition architecture
- Implementation and migration plan "1.0"
- Collaboration, Cooperation, Coordination between Business planning, Enterprise Architecture, Portfolio/Project Management, Operations management.
- Work package

Key Activities:

1. Collaborate, Cooperate and Coordinate with other management framework
   a. Business planning
   b. Enterprise architecture
   c. Portfolio/Project Management
   d. Operation management
2. Assign business value to each work package
   a. Business value assessment technique
      i. Value dimension
      ii. Risk Dimension
3. Estimate Cost
4. Prioritize migration project by conducting of Cost/Benefit assessment and risk validation
5. Confirm Architecture Roadmap and Architecture Definition document
   a. Document Transition architecture using Architecture definition increment table
   b. Document Transition architecture against the defined taxonomy's services using Transition Architecture state evaluation table.
6. Complete the Implementation and migration Plan
7. Complete the Architecture Development cycle and document lessons learned
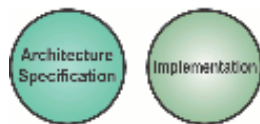
Implementation Governance - G

Objective:

- Ensure **conformance with the Target Architecture** by implementation projects.

- Perform appropriate **Architecture Governance** functions for the solution and any implementation-driven architecture Change Requests.
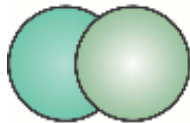
Key Phrases

- Architecture Contract
- Architecture compliance review
- Compliance review terminology

Irrelevant:
The implementation has no features in common with the architecture specification (so the question of conformance does not arise).

Consistent:
The implementation has some features in common with the architecture specification, and those common features are implemented in accordance with the specification. However, some features in the architecture specification are not implemented, and the implementation has other features that are not covered by the specification.

Compliant:
Some features in the architecture specification are not implemented, but all features implemented are covered by the specification, and in accordance with it.

Conformant:
All the features in the architecture specification are implemented in accordance with the specification, but some more features are implemented that are not in accordance with it.

Fully Conformant:
There is full correspondence between architecture specification and implementation. All specified features are implemented in accordance with the specification, and there are no features implemented that are not covered by the specification.
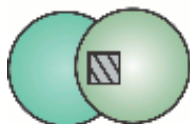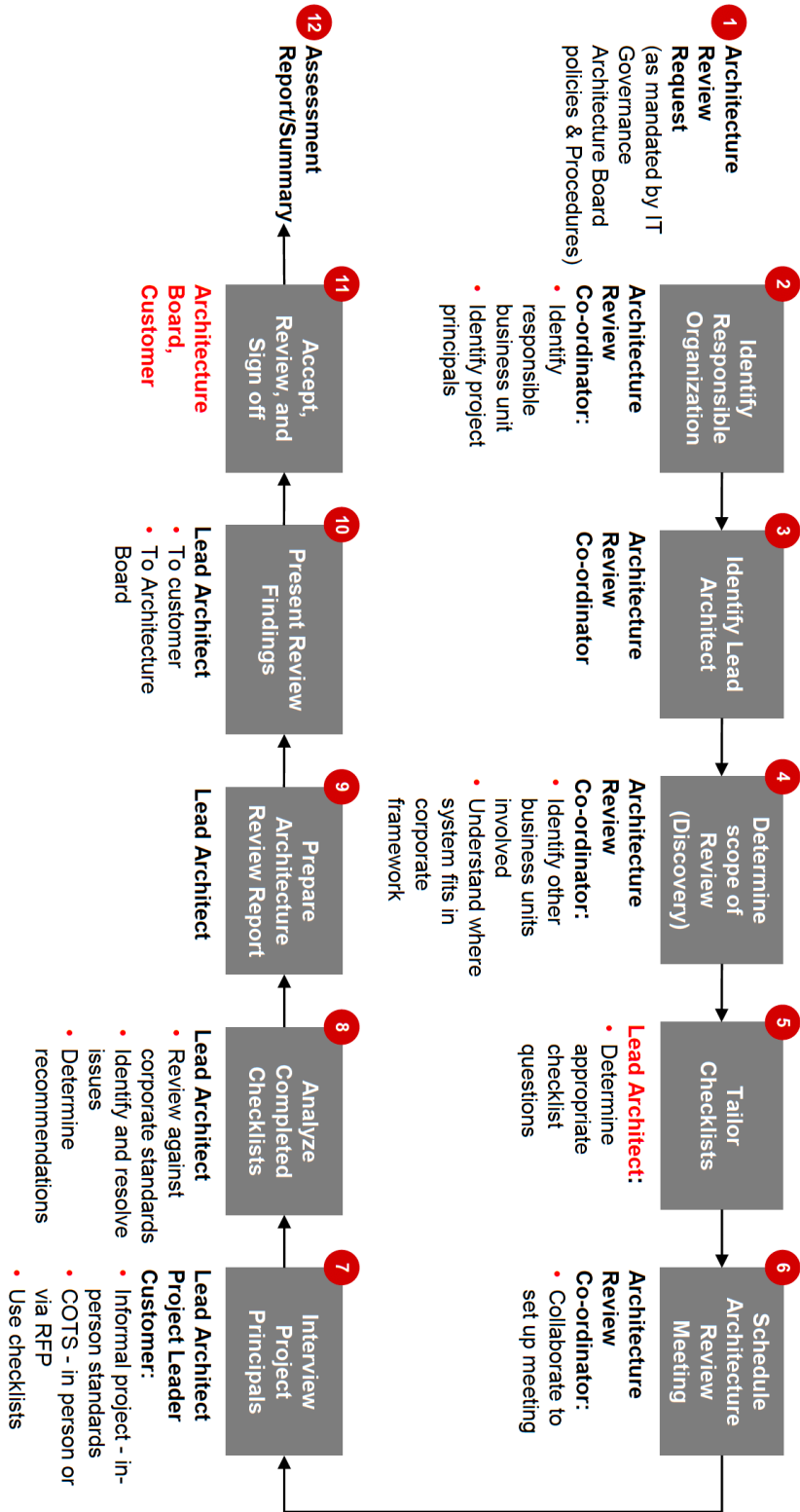
Non-Conformant:
Any of the above in which some features in the architecture specification are implemented not in accordance with the specification.

Architecture compliance Review

1 Architecture Review Request
(as mandated by IT Governance Architecture Board policies & Procedures)

2 Identify Responsible Organization

Architecture Review Co-ordinator:
- Identify responsible business unit
- Identify project principals

3 Identify Lead Architect

Architecture Review Co-ordinator

4 Determine scope of Review (Discovery)

Architecture Review Co-ordinator:
- Identify other business units involved
- Understand where system fits in corporate framework

5 Tailor Checklists

Lead Architect:
- Determine appropriate checklist questions

6 Schedule Architecture Review Meeting

Architecture Review Co-ordinator:
- Collaborate to set up meeting

7 Interview Project Principals

Lead Architect Project Leader Customer:
- Informal project - in-person standards
- COTS - in person or via RFP
- Use checklists

8 Analyze Completed Checklists

Lead Architect:
- Review against corporate standards
- Identify and resolve issues
- Determine recommendations

9 Prepare Architecture Review Report

Lead Architect

10 Present Review Findings

Lead Architect:
- To customer
- To Architecture Board

11 Accept, Review, and Sign off

Architecture Board, Customer

12 Assessment Report/Summary

Architecture Change management – H

Objective:

- Ensure that the **architecture lifecycle is maintained**.

- Ensure that the Architecture Governance **Framework is executed**.

- Ensure that the enterprise Architecture **Capability meets current requirements**.

Key Phrases

Drivers for change:

There are many **technology-related drivers** for architecture Change Requests. For example:
- o New technology reports

- o Asset management cost reductions

- o Technology withdrawal

- o Standards initiatives

This type of Change Request is normally manageable primarily through an enterprise's change management and architecture governance processes.

In addition, there are **business drivers** for architecture change, including:
- Business-as-usual developments

- Business exceptions

- Business innovations

- Business technology innovations

- Strategic change

Three Categories of changes:

Simplification: A simplification change can normally be handled via change management techniques. [to reduce investment]

Incremental: An incremental change may be capable of being handled via change management techniques, or it may require partial re-architecting, depending on the nature of the change. [additional value from existing investment]

Re-architecting: A re-architecting change requires putting the whole architecture through the architecture development cycle again. [to increase investment]

Change management process:

To determine whether a change is simplification, incremental, or re-architecting:

1. Register all events that may impact the architecture.

2. Allocate resources and management for the architecture tasks.

3. The process or role responsible for resources has to make an assessment of what should be done.

4. Evaluate the impact.

- Impacts **two or more stakeholders**, it is likely to require an **architecture redesign and re-entry to the ADM**.
- Impacts only a **single stakeholder**, then it is more likely to be a candidate for **change management**.
- Can be allowed **under a dispensation**, then it is more likely to be a candidate for **change management**.
- If the impact is significant for the **business strategy**, then there may be a need to redo the **whole enterprise architecture** -thus a re-architecting approach.
- If a **new technology** or standards emerge, then there may be a need to refresh the **Technology Architecture**, but not the whole enterprise architecture -thus an incremental change.
- If the change is at an **infrastructure level** -for example, ten systems reduced or changed to one system -this may not change the architecture above the physical layer, but it will change the Baseline Description of the **Technology Architecture**. This would be a simplification change handled via change management techniques.

Objective :

- Ensure that the Requirements Management process is **sustained and operates** for all relevant ADM phases.

- Manage architecture requirements identified during any execution of the ADM cycle or a phase.

- Ensure that the relevant architecture requirements are available for use by each phase as it is executed

Requirements Impact Assessment:

- The Architecture Requirements Repository will be updated as part of the Requirements Management phase and should contain all requirements information.

- When new requirements arise, or existing ones are changed, a Requirements Impact Statement is generated.

- It identifies the phases of the ADM to be revisited to address the changes.

- The statement goes through various iterations until the final version, which includes the full implications of the requirements (e.g., costs, timescales, and business metrics) on the architecture development.

- Once requirements for the current ADM cycle have been finalized then the Architecture Requirements Specification should be updated.

Deliverable	Output from...	Input to...
Architecture Building Blocks (see Section 32.2.1)	F, H	A, B, C, D, E
Architecture Contract (see Section 32.2.2)	—	—
Architecture Definition Document (see Section 32.2.3)	B, C, D, E, F	C, D, E, F, G, H
Architecture Principles (see Section 32.2.4)	Preliminary, A, B, C, D	Preliminary, A, B, C, D, E, F, G, H
Architecture Repository (see Section 32.2.5)	Preliminary	Preliminary, A, B, C, D, E, F, G, H, Requirements Management
Architecture Requirements Specification (see Section 32.2.6)	B, C, D, E, F, Requirements Management	C, D, Requirements Management
Architecture Roadmap (see Section 32.2.7)	B, C, D, E, F	B, C, D, E, F
Architecture Vision (see Section 32.2.8)	A, E	B, C, D, E, F, G, H, Requirements Management

Deliverable	Output from...	Input to...
Business Principles, Business Goals, and Business Drivers (see Section 32.2.9)	Preliminary, A, B	A, B
Capability Assessment (see Section 32.2.10)	A, E	B, C, D, E, F
Change Request (see Section 32.2.11)	F, G, H	—
Communications Plan (see Section 32.2.12)	A	B, C, D, E, F
Compliance Assessment (see Section 32.2.13)	G	H
Implementation and Migration Plan (see Section 32.2.14)	E, F	F
Implementation Governance Model (see Section 32.2.15)	F	G, H
Organizational Model for Enterprise Architecture (see Section 32.2.16)	Preliminary	Preliminary, A, B, C, D, E, F, G, H, Requirements Management
Request for Architecture Work (see Section 32.2.17)	Preliminary, F, H	A, G
Requirements Impact Assessment (see Section 32.2.18)	Requirements Management	Requirements Management
Solution Building Blocks (see Section 32.2.19)	G	A, B, C, D, E, F, G
Statement of Architecture Work (see Section 32.2.20)	A, B, C, D, E, F, G, H	B, C, D, E, F, G, H, Requirements Management
Tailored Architecture Framework (see Section 32.2.21)	Preliminary, A	Preliminary, A, B, C, D, E, F, G, H, Requirements Management