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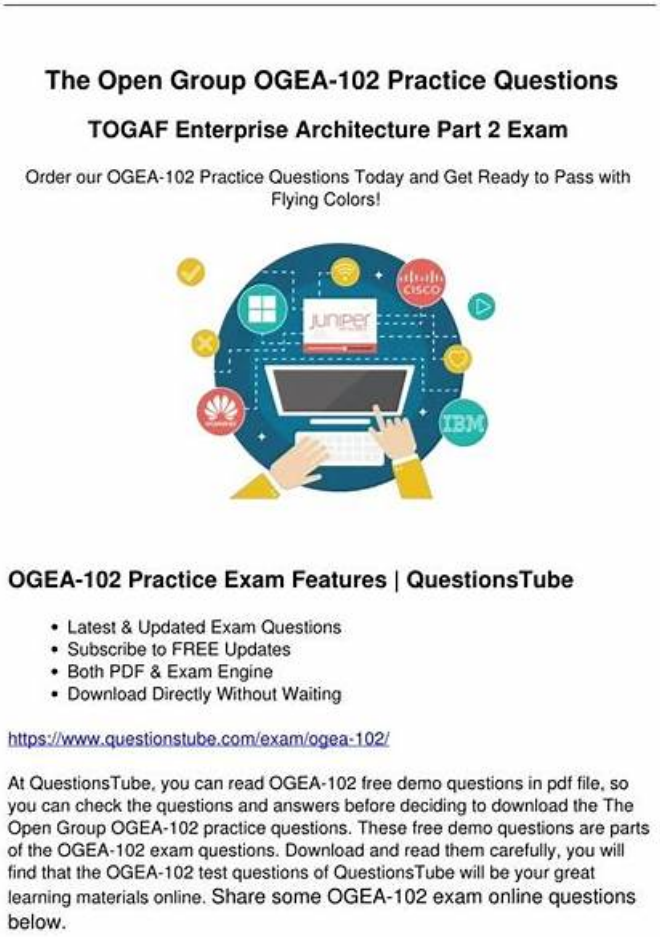

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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q30-Q35):

NEW QUESTION # 30
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect within a multinational company. The company has been very successful and has been buying companies around the world. This has led to a growing number of manufacturing divisions in various locations with a complex supply chain.
The top management recently expressed concerns about the company's effectiveness because of its multiple data centers and duplicate applications. The EA team has been working on a project to solve this issue. An analysis shows that supply chain issues have led to not enough products being produced to meet all the customer demand.
A strategic architecture has been defined to help meet customer demand and manage the supply chain more effectively. The strategic architecture involves combining different Enterprise Resource Planning (ERP) applications that are currently used separately in the company's production sites.
Each division has finished the Architecture Definition documentation to address their own specific manufacturing needs. The Enterprise Architects have agreed an overall strategy for the migration. They have defined a set of work packages that address the gaps found. They have defined the intermediate architectural states between the Baseline and Target architecture to add a new ERP environment into the company.
Because of the risks posed by this change from the current environment, the architects have recommended that a phased approach should be taken to implement the target architecture with several stages of change. They have created a draft roadmap with the implementation process estimated to take over two years.
The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.
Refer to the scenario
You have been assigned to plan the next steps for the migration. Which approach will you choose?
Based on the TOGAF standard which of the following is the best answer?

- A. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. This is done now to confirm that the implementation team is following the correct development process, and if not, so course correction is viable. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and
- B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the migration projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects. You then update the Implementation and Migration Plan.
- C. You will focus on project selection. You make sure that the Implementation and Migration plan aligns with the other management frameworks in use in the company. Next, you assign a value to each work package, taking into account the resources available and how they fit into the overall strategy. Using these work packages, you estimate resource requirements and timings. You then select which projects will be included in the Implementation and Migration Plan.
- D. You finalize the Architecture Definition documentation with updates to reflect the implementation approach. You ensure that Implementation and Migration Plan is consistent with the chosen approach. You identify the resources needed to undertake the development projects. You would then produce an Implementation Governance Model to manage the lessons learned before finishing the plan. You ensure that the lessons learned are applied to the Implementation and Migration Plan.

Answer: B

Explanation:
Migration Plan.
Explanation:
At this stage in the scenario:
A strategic architecture has been completed.
All divisions have completed their Architecture Definition Documents.
Work packages have been defined.

Transition Architectures between Baseline and Target are already identified.
A draft roadmap exists for a multi-year phased migration.
You are now asked to plan the next steps for the migration, which aligns exactly with TOGAF ADM Phase F: Implementation and Migration Planning.
In Phase F, TOGAF prescribes the following key activities:
Evaluate and prioritize projects and work packages
Determine business value, cost, risk, dependencies
Confirm Transition Architectures and sequencing
Update and finalize the Implementation & Migration Plan
Option B is the ONLY answer that correctly follows these required TOGAF steps.
✔ Why Option B is correct
Option B states:
"Estimate the business value for each project by applying the Business Value Assessment Technique ... to prioritize the migration projects."
✔ This is a TOGAF-recommended technique specifically for Phase F to evaluate and prioritize transformations using value, risk, and ROI.
"Confirm and plan a series of Transition Architecture phases ... using a table of Architecture Definition Increments."
✔ Exactly aligned with TOGAF:
Transition Architectures were identified earlier.
In Phase F, they must be confirmed, sequenced, and documented.
"Update the Implementation and Migration Plan."
✔ This is the required output of ADM Phase F.
✔ At this point, the plan must be validated and finalized based on value and prioritization.
Thus, Option B directly matches TOGAF's prescribed migration planning process.
✘ Why the other options are incorrect
A - Incorrect
Suggests finalizing Architecture Definition documentation-this was already completed by each division.
Introduces an "Implementation Governance Model," which is not a TOGAF artifact at this stage.
Focuses on lessons learned BEFORE execution, which is not appropriate for migration planning.
C - Incorrect
Focuses only on project selection and resource assignment.
Does not use TOGAF techniques for value/risk evaluation.
Does not reference Transition Architectures, which are central in the scenario.
Oversimplifies Implementation & Migration Planning to resource scheduling.
D - Incorrect
Compliance Assessments occur DURING execution, not before migration planning.
At this stage, no implementation has started, so compliance reviews are premature.
Adjusting performance requirements now has no alignment with TOGAF's ADM sequence.

NEW QUESTION # 31
Please read this scenario prior to answering the question
You have been appointed as Chief Enterprise Architect (CEA). reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.
The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners'Approach to Developing Enterprise Architecture Following the TOGAF ADM.
An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.
Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.
The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data- Refer to the scenario You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

Based on the TOGAF standard which of the following is the best answer?

- A. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.
- B. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.
- C. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- D. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.

Answer: D

Explanation:
The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture12 The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:
Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.
Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.
Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.
For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.
Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.
Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of

uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

NEW QUESTION # 32
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company. EA provides the company with a comprehensive framework to develop and manage their manufacturing infrastructure, processes for component production, and design and testing systems.
The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and in Asia.
Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce products and meet customer demand. To address this issue, the company has started making the battery packs themselves and has hired new suppliers.
The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. A trial has been completed at a single location. The Chief Engineer, sponsor of the project, and the Architecture Board have approved the plan to roll out these changes to all plants.
Preliminary Architecture Contracts are being developed to detail the work needed to put in place the new processes for each location. The EA team leader has called a meeting to discuss the contracts. It is emphasized that the Architecture Contract will serve as the key connection between architecture and implementation organizations.
The company mixes internal teams with a few third-party contractors at the locations.
The Chief Engineer is worried that the implementation and deployment will not be consistent and of satisfactory quality.
The company has an established EA practice. It uses the TOGAF standard as the foundation for its work including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management.
Refer to the scenario
The EA team leader asks you how you would address the Chief Engineer's concern.
Based on the TOGAF standard, which of the following is the best answer?

- A. The contracts must specify goals, measures, acceptance terms, and risks.
  Third-party contracts must be legally enforceable. It is advisable to establish a schedule of compliance reviews at key points in the implementation process.
  The Architecture Board must review all deviations from the Architecture Contract and consider whether to grant a dispensation to allow the process to be customized for local needs. Ensure that all dispensations are time-bound rather than indefinite.
- B. The contracts must be used to manage the architecture governance processes across the locations. Monitoring tools must be put in place to assess the performance of each completed battery pack at each location. If a deviation from the contract is needed, the Architecture Board should allow the Architecture Contract to be modified for the location. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- C. The contracts must be checked to ensure they have flexibility. For changes undertaken by internal teams, a memorandum of understanding between the Architecture Board and the implementation organization is needed. If a contract is issued to a contractor, it must be a fully enforceable legal contract. If a deviation from the Architecture Contract is found, the Architecture Board must grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. The contracts must be checked to ensure they can be used to direct and control the implementation teams. For contracts issued to third-party contractors, they must be enforceable legal contracts. For internal development teams, a memorandum of understanding with the Architecture Board is needed. The Architecture Board must review all deviations from the Architecture Contract and decide whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

Explanation:
The Chief Engineer is concerned that implementation across multiple plants and mixed teams (internal + contractors) may be inconsistent and of poor quality.
The question asks: How should Architecture Contracts be used to address this concern according to the TOGAF standard?

TOGAF states that an Architecture Contract must:
Define obligations of both architecture and implementation organizations Specify metrics, measures, acceptance criteria, and success factors Identify risks and mitigation Support Architecture Governance through compliance reviews Apply to BOTH internal teams and external suppliers (external contracts must be legally enforceable) Option C is the only one that correctly reflects these TOGAF requirements.
✔ Why Option C is correct
1. Architecture Contracts must specify goals, measures, acceptance terms, and risks TOGAF explicitly states that Architecture Contracts should include:
Statement of Architecture Work
Performance metrics and measures
Acceptance criteria
Risks and issues
Compliance and conformance requirements
Option C includes all of these.
2. Third-party contracts must be legally enforceable
True - TOGAF states that when external suppliers are involved, Architecture Contracts often take the form of legally binding contracts.
Option C:
"Third-party contracts must be legally enforceable."
Correct.
3. Compliance reviews must be scheduled
TOGAF's Architecture Governance Framework prescribes scheduled Architecture Compliance Reviews to ensure that implementation conforms to the Architecture Contract.
Option C:
"establish a schedule of compliance reviews at key points"
Correct - this directly addresses the Chief Engineer's concern about consistency and quality.
4. Deviations must be reviewed by the Architecture Board and any dispensations should be time-bound TOGAF allows dispensations but requires:
Formal review
Approval by the Architecture Board
Time-bound accommodations rather than permanent exceptions
Option C includes exactly this guidance.

NEW QUESTION # 33
Please read this scenario prior to answering the question
Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.
The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-parly suppliers of infrastructure and software.
The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.
The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.
A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.
Refer to the scenario
You have been asked to describe the steps you would take to improve the resilience of the current architecture?
Based on the TOGAF standard which of the following is the best answer?

- A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture. You would make recommendations for change requirements to address the situation and create a change request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the

change.

- B. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.
- C. You would monitor for technology changes from your existing suppliers that could improve resilience. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.
- D. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.

Answer: A

Explanation:
Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project123 The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:
Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.
Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.
Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.
Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.
Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

NEW QUESTION # 34
You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency with multiple divisions. The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. The government has mandated that the agency prepare for an "AI-first" world.
The agency wants to determine the impact and role of AI in its future services. The CIO has approved a Request for Architecture Work to explore the use of AI in services. Some leaders are concerned about reliance on AI, security, and employees' need to acquire new skills.
The EA team leader seeks suggestions on managing the risks associated with a new architecture for the AI-first project. Based on the TOGAF standard, which of the following is the best answer?

- A. Identify key stakeholders and develop a Communication Plan that addresses their needs. Ensure the architecture addresses risk management and summarizes features of the architecture.
- B. Separate stakeholders into groups and categorize them. Develop models for each group and verify that their concerns are addressed in Phase G, Implementation Governance.

- C. Create an organization map to show the links between different agency parts. Hold a meeting to teach stakeholders to interpret the models. Manage risks as part of Security Architecture development.
- D. Conduct an analysis of stakeholders, documenting their concerns and recording them in the Architecture Vision document. Risks should be recorded in the Architecture Requirements Specification and reviewed regularly.

Answer: D

Explanation:
In the context of the TOGAF standard, stakeholder management and addressing stakeholder concerns are critical components, especially for high-impact initiatives like adopting an AI-first approach. Here's why the selected answer aligns best with TOGAF principles and the scenario:
Stakeholder Analysis and Engagement:
Conducting a stakeholder analysis is essential as it helps identify and document the concerns, issues, and cultural factors influencing each stakeholder group. This aligns with TOGAF's emphasis on understanding and managing stakeholder concerns, particularly in the Preliminary and Architecture Vision phases of the ADM (Architecture Development Method). Since the scenario highlights diverse concerns about AI, understanding each group's unique perspective will help the EA team tailor the architecture to address these effectively.
Architecture Vision Document:
By documenting these concerns in the Architecture Vision document, the EA team can provide a clear, high-level representation of how AI will be adopted, its benefits, and how it addresses specific stakeholder concerns. This is critical for communicating the intent and value of the AI-first approach in a way that aligns with the agency's strategic goals, including addressing apprehensions about job security, skill development, and cyber resilience.
Risk Management and Architecture Requirements Specification:
TOGAF highlights the importance of identifying and managing risks early in the process. By documenting the requirements related to risk in the Architecture Requirements Specification, the EA team ensures that these concerns are formally integrated into the architecture and addressed throughout the ADM phases. Regular assessments and feedback loops will provide a mechanism for continual risk monitoring and adjustment as the AI-first initiative progresses.
Alignment with TOGAF's ADM Phases:
The approach specified aligns with TOGAF's guidance on managing risk and stakeholder concerns during the early ADM phases, specifically Architecture Vision and Requirements Management. In these phases, the framework emphasizes identifying and addressing risks associated with stakeholders' concerns to build a resilient and widely accepted architecture.
Reference to TOGAF Stakeholder Management Techniques:
TOGAF's stakeholder management techniques underscore the importance of understanding and addressing stakeholder needs as a foundational step. This involves assessing the influence and interest of various stakeholders and integrating their views into architectural development, ensuring that the architecture aligns with both business goals and operational realities.
In conclusion, by conducting a thorough stakeholder analysis and documenting concerns in both the Architecture Vision and Architecture Requirements Specification, the EA team can ensure that stakeholder concerns are addressed, that the architecture supports AI adoption effectively, and that potential risks are managed proactively. This approach will foster acceptance among stakeholders and ensure that the architecture aligns with the agency's strategic goals and risk management requirements as recommended by TOGAF.

NEW QUESTION # 35
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