ETHIOPIA

TERMS OF REFERENCE (TOR)

GENERAL INFORMATION

Services/Work Description: BC & DR Assessment Consultants
Project Title: UN Country Team (UNCT) – Operations Management Team (OMT)
Project Name: Business Continuity Management – Resident Coordinator's Office (RCO)
Duty Station: Addis Ababa, Ethiopia
Expected Place(s) of Travel: It requires travel to Addis Ababa
Type of the Contract: International Consultancy Firm
Duration: 70 working days
Expected Start Date: February, 2016

I. BACKGROUND / RATIONALE

Under the overall leadership and guidance of the United Nations Country Team (UNCT), the Operations Management Team (OMT) endeavours to facilitate the implementation of Delivering as One (DaO) by harmonizing operational policies of UN bodies, agencies, funds and programmes in Ethiopia. Moreover, OMT proposes and implements inter-agency initiatives to ensure quality of support services, while utilizing resources effectively.

Together with OMT, the OMT Information and Communication Technology and (ICT) Working Group (WG) and Business Continuity Management (BCM) seek consultancy services to contribute to the overall design and implementation of the Business Continuity (BC) and Disaster Recovery (DR) initiative for all the UN agencies, fund, programmes and specialized agencies.

BC and DR are concerned with planning for unexpected events which can impact critical business infrastructure and processes. It ensures that in the event of a major operational disruption, measures are in place not only to minimize the impact of such events but also to facilitate the recovery and continuation of operations within timeframes acceptable to stakeholders.

The United Nations (UN) is increasingly looking at ways to improve its resiliency in the face of various operational threats, not least those which can interrupt the service delivery that is expected on a daily basis. The BCM process delivers the overall framework and capability through which operational resilience can be attained.

II. OBJECTIVES OF THE SERVICE / WORK

The OMT ICT WG & BCM WG are seeking two consultants from consultancy firms to work together for the development of a comprehensive business continuity and disaster recovery plan for UN Entities in Ethiopia. One consultant to focus on the technical aspects of Information Technology (IT) Disaster Recovery/communications itself and the other consultant to dovetail and link BC critical processes identified by each UN agency, funds,

programmes and specialized agencies to the varied IT/communications possibilities.

Engagement on this project will include a combination of desk work including research, meetings as well as in person collaboration with people from different UN Agencies operating in Ethiopia. This role will support the review and refining of concepts and ideas put forward by working groups facilitated by the ICT and BCM WGs as well as the various UN agencies, funds, programmes and specialized agencies in scope of this engagement.

III. SCOPE OF THE SERVICE / WORK

The BC & DR Assessment Consultants are expected to carry out and accomplish the following tasks:

1. Inception report to better define the engagement and its deliverables
2. Meetings with key BC and DR staff and each UN agency, fund, programme and specialized agency to understand existing BC and DR plans
3. A detailed report on the findings and observations based on the review of any existing business continuity and disaster recovery plans by each UN agency. The report should include:
    a. Review of existing BCP plans at each UN agency, fund, programme and specialized agency including:
        i. Critical business processes analysis and services including communication plans, risks, mitigation strategies, etc.
        ii. Analysis of existing operating environment for each agency
        iii. Review of RTO and RPO targets for each agency
        iv. Process and procedures for Business Continuity Plan (BCP) at each UN agency, fund, programme and specialized agency
        v. Critical staff list and responsibilities
        vi. Availability of BCP software and hardware
    b. Review of existing DR plans at each UN agency, fund, programme and specialized agency including:
        i. List of critical ICT services
        ii. Inventory of existing infrastructure supporting critical infrastructure including their location, specifications, backup solutions, connectivity requirements, etc.
        iii. Availability of DR plans and solutions including people, software and hardware requirements including testing schedules (if any)
    c. Review of alignment between BCP and DR plans at each UN agency, fund, programme and specialized agency
    d. Gap Analysis to determine shortcomings within each agency's business continuity and disaster recovery plans
    e. Identification of possible areas for shared BCP and DR plans across UN agencies, funds, programmes and specialized agencies
4. A detailed report on the proposed joint BC and DR plans for UN agencies, funds, programmes and specialized agencies in scope for this engagement. The report should include:
    a. List of critical processes and services to be in scope of the joint BCP and DR plans and their linkages across all UN agencies, funds, programmes and specialized agencies
    b. Detailed project plan and approach for achieving the joint BC and DR plans including technology integration/consolidation, BC software requirements, communication plans, etc.
    c. Detailed technical design/architecture of joint DR infrastructure to support critical processes and services identified for the joint BC and DR plans across all UN agencies, funds, programmes and specialized agencies based on an identified DR site

       d.   Recommendations and options for BC and DR solutions

   5.   Any other deliverables as determined by the OMT ICT and BCM WGs Chairpersons within the scope of this engagement

The specific objective of this assignment is to ensure that UN agencies, funds, programmes and specialized agencies in scope of this engagement have a shared BC and DR plans which contain a set of procedures to enable each team of UN agencies, funds, programmes and specialized agencies to resume critical functions (possibly at an alternate site), identify and recover lost data, and lists the resources required to enable the above from an alternate site.

IV. EXPECTED OUTPUTS / DELIVERABLES

- Meetings with key BC and DR staff and each UN agency, fund, programme and specialized agency to understand existing BC and DR plans
- A detailed report on the findings and observations based on the review of any existing business continuity and disaster recovery plans by each UN agency
- A detailed report on the proposed joint BC and DR plans for UN agencies, funds, programmes and specialized agencies in scope for this engagement.

V. METHODOLOGY / APPROACH OF THE SERVICE (WORK)

- The BC & DR Assessment Consultants shall detail a methodology appropriate for the assignment. This is a mandatory requirement and must be submitted as part of the application for this consultancy. The methodology shall be reviewed and finalized at the inception phase in consultation with the OMT ICT and BCM WGs.
- In the execution of his/her tasks, The BC & DR Assessment Consultants will closely collaborate with the OMT ICT and BCM WGs.

VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT

The consultancy requires travel to Addis Ababa. The consultants are expected to support the project for an initial three month period with the possibility of extension based on results and ongoing needs as outlined in this ToR.

No.	Deliverables / Outputs	Implementing Partners (IP) if any	Location and Action to be Undertaken	Duration (approx.)
1	**Meetings with key BC and DR staff and each UN agency, fund, programme and specialized agency to understand existing BC and DR plans**	OMT ICT and BCM WGs Chairpersons	Addis Ababa	15 working days
2	**A detailed report on the findings and observations based on the review of any existing business continuity and disaster recovery plans by each UN agency.** The report should include: • Review of existing BCP plans at each UN agency, fund, programme and specialized agency	OMT ICT and BCM WGs Chairpersons	Home Based & Addis Ababa	25 working days

	• Review of existing DR plans at each UN agency, fund, programme and specialized agency • Review of alignment between BCP and DR plans at each UN agency, fund, programme and specialized agency • Gap Analysis to determine shortcomings within each agency's business continuity and disaster recovery plans • Identification of possible areas for shared BCP and DR plans across UN agencies, funds, programmes and specialized agencies			
3	**A detailed report on the proposed joint BC and DR plans for UN agencies, funds, programmes and specialized agencies in scope for this engagement.** The report should include: • List of critical processes and services to be in scope of the joint BCP and DR plans and their linkages across all UN agencies, funds, programmes and specialized agencies • Detailed project plan and approach for achieving the joint BC and DR plans including technology integration/consolidation, BC software requirements, communication plans, etc. • Detailed technical design/architecture of joint DR infrastructure to support critical processes and services identified for the joint BC and DR plans across all UN agencies, funds, programmes and specialized agencies based on an identified DR site • Recommendations and options for BC and DR solutions	OMT ICT and BCM WGs Chairpersons	Home Based & Addis Ababa	30 working days
T o t a l W o r k i n g Days				70 working days

VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The Consultancy will report to the OMT Chairpersons, OMT ICT and BCM WGs Chairpersons through the Common Operations Specialist in the UN Resident Coordinator's Office. Both OMT ICT and BCM WGs Chairpersons will are responsible to supervise the work of the Consultancy in implementing the deliverables included in this Terms of Reference (ToR).

VIII. PAYMENT MILESTONES AND AUTHORITY

Prospective Service Provider will indicate the cost of services for each deliverable in US dollars when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (in case of other currency denomination), and only after the OMT ICT and BCM WGs Chairpersons approves over the completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive of travel, living allowances, communications, taxes, out of pocket expenses, and other ancillary costs.

A winning Proposer shall then be paid in three installments upon certification of the completed tasks satisfactorily, as per the following payment schedule:

No.	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1st Installment	**After submitting a report based on meetings conducted with key BC and DR staff and each UN agency, fund, programme and specialized agency to understand existing BC and DR plans**	OMT ICT and BCM WGs Chairpersons	25%
2nd Installment	**After submitting a detailed report on the findings and observations based on the review of any existing business continuity and disaster recovery plans by each UN agency.**	OMT ICT and BCM WGs Chairpersons	35%
3rd Installment	**After submitting a detailed report on the proposed joint BC and DR plans for UN agencies, funds, programmes and specialized agencies in scope for this engagement.**	OMT ICT and BCM WGs Chairpersons	40 %

IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

9.1 Area of Corporate Specialization of the Consulting Firm

- It should have at least 7 years of practical experience in business continuity planning and management, preferably with direct experience with working for UN agencies and UNCT in this field
- Dedicate at least a Team Leader and Senior Consultant to the task
- It must have experience in the region, particularly in business continuity and working with UN agencies
- It shall demonstrate its capabilities, understanding of the TOR, and methodology of audit approach

The organization has to mobilize highly qualified professionals with proven experience in business continuity planning and management, as well as conducting needs and gaps assessments to these ends, and providing

capacity development support to agencies.

9.2 Both Consultants

a. **Academic Qualifications:**
   - Post-secondary degree or diploma in related area or discipline required - Computer Science, Information Systems, Business Administration or relevant subject area (University an asset)
   - Additional relevant accreditation(s) or designations or certification(s) in Business Continuity and/or Disaster Recovery are strong assets

b. **Experience:**
   - 7+ years of advanced expertise and knowledge of business continuity, risk management, and IT disaster recovery, and IT continuity management, particularly as it relates to large scale organizations such as the UN
   - As this work will likely interact with representatives from different lines of business and organizations, a standard non-disclosure agreement may be required.
   - An ability to work speedily and accurately with attention to detail

c. **Competencies:**
   - Proven experience in developing business resiliency and disaster recovery plans and a willingness to support the development of a suite of tools and services to support business continuity initiatives
   - Knowledge of risks inherent in large international organizations with globally dispersed offices is highly desirable
   - Solution-focused and takes initiative to work effectively and efficiently within established guidelines

d. **Language and other skills:**
   - Excellent knowledge of English (written / verbal communication)including the ability to set out a coherent argument in presentations and group interactions;
   - Capacity to communicate fluently with different stakeholders and UN staffs members;
   - Professional maturity
   - Computer skills (Microsoft project)

X. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy firm is expected to submit both the Technical and Financial Proposals. Accordingly; the firm will be evaluated based on Cumulative Analysis as per the following conditions:

   - Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), and
   - Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
     a. Technical Criteria weight is 70%
     b. Financial Criteria weight is 30%

XI. LOGISTIC SUPPORT

RCO will ensure that the Consultancy receives access to the ECA Compound in Addis Ababa, Ethiopia. When required, the Consultancy will be provided with workspace and phone/internet access within UNDP and/or UNECA.

XII. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are given a template of the Table of Content. Accordingly; you Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing to be submitted.

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

Proposed Technical Points for RU Review

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	40%	400
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	20%	200
	T O T A L	**100%**	**1000**

Technical Proposal Evaluation (Form 1)		
Expertise of the Firm / Organization		
1.1	References of company and staff in the field of business continuity planning and management with international organizations	80
1.2	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing - Financial stability - Type of company - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity	120
1.3	Quality assurance procedure	50
1.4	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNCT/ UN organizations	150
	S U B T O T A L	**400**

Technical Proposal Evaluation (Form 2) Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on the country operational and legal context?	55
2.5	Is the conceptual framework adopted appropriate for finalization of the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
	S U B T O T A L	**400**
Technical Proposal Evaluation (Form 3) Management Structure and Key Personnel		
3.1	**Task Manager** General Qualifications Suitability for the Project / Relevant experience	
	- International experience	30
	- Training experience	20
	- Professional experience in the area of specialization	70
	- Knowledge of region	30
	- Language qualification	10
	S U B T O T A L	**160**
3.2	**Senior Expert** General Qualification Suitability for the Project / Relevant experience	
	- International experience	30
	- Training experience	20
	- Professional experience in the area of specialization	55
	- Knowledge of the region	25
	- Language qualification	10
	S U B T O T A L	**140**
	S U B T O T A L	**300**
	Aggregate	**1000**