

THE REPUBLIC OF UGANDA

**MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY & FISHERIES**

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**TERMS OF REFERENCE**

**CONSULTANCY SERVICES FOR**

**FOR THE DEVELOPMENT OF THE BUSINESS CONTINUITY PLAN OF THE MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY & FISHERIES**

**May 2020**

# Background

The Ministry of Agriculture, Animal Industry and Fisheries is a Government of Uganda Ministry established to formulate, review and implement national policies, plans, strategies, regulations and standards and enforce laws, regulations and standards along the value chain of crops, livestock and fisheries.

The Ministry is undergoing a profound transformation from manual information processes to a knowledge-based organization as ICT brings about a fundamental shift in our economic and social lives. The level of computerisation in MAAIF is steadily going up, as well as the level of utilisation of computers to support organizational activities and operations. It is in this regard, that Information and Communication Technology (ICT) now permeates virtually all aspects of our day-to-day operations as we strive to transform subsistence farming to commercial agriculture. ICT is seen as the driver, empowering employees, farmers, agri-businesses, and helping us build an innovative and sustainable knowledge-based agricultural economy in Uganda.

The deployment of ICT solutions within the Ministry is designed to enable all Departments and individual members of staff to attain their business objectives efficiently and effectively. While ICT solutions can bring major benefits in terms of Efficiency, Communication, Automated processing and Information Management, there is a collective responsibility of all users to operate within a controlled environment in line with ICT based standards.

Furthermore, there is a need for MAAIF to protect herself against the risks inherent with the use of information systems while simultaneously recognising the benefits that can accrue from having secure information systems. The confidentiality, integrity and availability of information, in all its forms, are critical to the ongoing functioning and good governance of MAAIF. Failure to adequately secure information increases the risk of financial and reputational losses from which it may be difficult for MAAIF to recover.

In order to ensure that the Ministry has effective processes to continue the delivery of its services at acceptable predefined levels withstanding any incidents, the Ministry would like to develop a Business Continuity Plan (BCP) to define the critical processes, risk tolerance levels and strategies to address the risks associated with envisaged incidents that could interrupt services. The document will also have to define the structures required to ably govern the ICT function in the Ministry.

To this end, the Ministry seeks to utilize consultancy service to develop its Business Continuity Plan.

# OBJECTIVE OF THE ASSIGNMENT

The key objective of the assignment is to develop the Ministry’s Business Continuity Plan for its Headquarters.

# SCOPE OF WORK

The Consultant shall be required to interact with internal stakeholders in MAAIF and any other stakeholders deemed necessary to provide vital input in the development of the BCP.

The Consultant will focus on the following:

1. Identification and analysis of the key ICT functions and services of MAAIF
2. Identify critical ICT functions, services and their related dependencies in consultation with top management and the ICT team using Business Impact Analysis
3. Define the Recovery Time Objective, related business continuity requirements and required resources for the identified critical functions and services
4. Identify and document the processes to recover critical functions and processes
5. Document and develop the Business Continuity Plan which must include at the minimum a business impact analysis, incident response strategy and plan, recovery plans, exercise and testing plan, measurement metrics and definition of business continuity responsibilities
6. Develop a comprehensive and costed implementation plan for the BCP
7. Conduct training and facilitate education and awareness on the developed BCP to top management and staff
8. Perform a simulation of a possible disaster scenario, including business leaders, partners, vendors, management and staff in the BCP test simulation.
9. Transfer of Knowledge - In order to promote skills development, lesson learning and knowledge sharing, the consultant will submit a knowledge transfer plan to be embedded in the proposal. The Consultant will at the conclusion of the assignment submit as a section in the completion report, achievements made in the Transfer of Knowledge.

# KEY DELIVERABLES AND REPORTING

The expected deliverables for this assignment are detailed herein below. The deliverables/outputs reports shall be submitted in paper (2 copies each – signed original and duplicate) and electronic format. The Consultant shall be required to submit electronic reports in MS Word, pdf files (secured) and presentations in MS Power Point. Reports will be submitted in English only.

4.1 Task 1: Inception Stage

Upon signing the contract, the Consultant shall be availed with information and other supporting materials that provide background data (as indicated in section 8 below) to support in the development of the Inception Report. This report will contain full details of the consultant’s understanding of the assignment, methodology, project plan, stakeholder engagement plan, project risk management plan, associated resource requirements and timelines subject to MAAIF’s approval. The Inception Report should include a Knowledge Transfer plan to facilitate skills development and knowledge sharing in development and implementation of a BCP.

Task 1 Deliverable:

The Consultant shall submit an Inception Report from Task 1.

4.2 Task 2: Identification of the Critical Functions and Services

The Consultant shall undertake the following:

1. Identification and analysis of the key functions and services of MAAIF
2. Identify critical functions, services and their related dependencies in consultation with top management and the ICT team using Business Impact Analysis Tables as provided for in the NISF
3. Define the Recovery Time Objective, related business continuity requirements and required resources for the identified critical functions and services
4. Conduct a gap assessment against the ISO 22301Business Continuity Management Standard

The Consultant shall carry out the above tasks as per process requirements of the latest ISO/IEC 22301 standard. The gap assessment report should include the description of the Ministry’s context and its internal as well as external, stakeholder requirements that may be relevant to the BCP. In addition, the Consultant shall convene a meeting with MAAIF to review the result of task 2.

Task 2 Deliverable:

The Consultant shall submit the Critical Functions and Services Report.

4.3 Task 3: Development of the MAAI BCP

The Consultant shall undertake the following:

1. Identify and document the processes to recover critical functions and processes. The consultant shall convene a meeting with MAAIF to obtain their input.
2. Document and develop the Business Continuity Policy and plans which must include at the minimum an incident response plan, disaster recovery plans, low level infrastructure designs, exercise and testing plan, monitoring and measurement metrics and definition of business continuity responsibilities
3. Develop a comprehensive and costed implementation plan for the BCP (including Disaster Recovery Strategy & Plan). The Consultant shall convene a meeting with the MAAIF to review the draft BCP before submission.

Task 3 Deliverable:

The Consultant shall submit the MAAIF BCP which must include a costed implementation plan.

4.4 Task 4: Conduct Training, Awareness building, and simulation

The Consultant shall carry out one training session for five appointed MAAIF staff in Business Continuity Management to guide implementation. In addition, the Consultant shall conduct two capacity building and awareness sessions for technical and non-technical staff aimed at enhancing the operational environment of the MAAIF BCP. The Consultant shall perform a simulation of a possible disaster scenario, including business leaders, partners, vendors, management and staff in the BCP test simulation.

Task 4 Deliverable:

The Consultant shall submit a comprehensive report capturing lessons and outcomes of the training session, awareness building sessions, and the simulation. In addition, the Consultant shall provide training material in form of material, presentations and text useful in the implementation of the BCP.

4.5 Task 5: Final Report

The Consultant shall prepare and deliver to MAAIF a substantive and comprehensive final report of all work performed under these Terms of Reference. It will spell out the recommended processes, structures, guidelines, best practices and policies required to successfully implement the BCP.

Table 1: Deliverables and submission Timelines

|  |  |  |  |
| --- | --- | --- | --- |
| **Pre-Certification Activities** | | | |
| **Sn.** | **Deliverable** | **Description** | **Time for submission from date of contract effectiveness** |
|  | Inception Report | The inception report should include the consultant’s understanding of the assignment and methodology | 2 weeks |
|  | Critical Functions and Services Report | The report should include the Business Impact Analyses | 1 month |
|  | MAAIF Business Continuity Plan | The BC & DR Plan, procedures and required resources | 1 month |
|  | Education, Awareness Building, and Simulation | Training, Creation of awareness, and simulation on the value, implementation and processes of the BCP | 2 weeks |

# MINIMUM REQUIREMENTS OF THE CONSULTANT AND KEY STAFF

**5.1 Consulting Firm**

1. Shall be legally registered organization im Uganda or overseas
2. The firm must demonstrate previous experience continuoys experience and expertise in the development og Business Continuity and Disater Recovery Plans in at least three (3) assignments of similar type, scope and nature within last five (5) years
3. The firm must demonstrate abiity to filed a team of experts with the required qualifications and experience for the assignment

Roles and Responsibilities

1. Responsible for the overall management of the assignment and successful timely completion of all deliverables
2. Ensures the quality of all deliverables by providing guidance and coordinating team members with their inputs and contribution

Experience

1. The consultant should have at least five (5) years of experience in information security management as well as IS auditing with demonstrable experience on the ISO 27001
2. Have led at least two (2) projects having similar objectives;
3. The consultant should have good skills in strategic planning, policy level document development.
4. Excellent written and verbal communication skills.
5. Excellent planning skills
6. Fluent oral and written English language skills

Qualifications

1. The consultant should have a bachelor’s degree in Computer Science, Information Technology, Telecommunications, Information Systems or related area from a recognized university
2. A Master’s degree in the fields above.
3. Certifications in Information Security (such as CISM, CISSP, ISO 27001, ISO22301, CRISC, etc.) are an added advantage and shall be weighted.
4. Project Management Certification (PRINCE2, PMP, etc) are an added advantage and shall be weighted
   * 1. **BCP Expert**

Roles and Responsibilities

1. Conduct Business Impact Assessments
2. Design and develop the business continuity strategies and plans
3. Train stakeholders

Experience

1. The consultant should have at least eight (8) years of experience in information security consulting and IS auditing with demonstrable experience on the ISO 22301
2. Have developed at least two (2) projects having similar objectives;
3. Excellent analytic written and verbal communication skills.
4. Excellent planning skills
5. Fluent oral and written English language skills

Qualifications

1. Should have a bachelor’s degree in Information Technology, Business, Telecommunications, Information Systems or related area from a recognized university
2. Should have the valid industry certification in business continuity
3. Professional certification in risk management will be an added advantage
   * 1. **Information Security Specialist**

Roles and Responsibilities

1. Conducting risk assessments
2. Assist with the development of the recovery strategies
3. Train stakeholders

Experience

1. The consultant should have at least three (3) years of experience in information security consulting and IS auditing
2. Have participated in at least two (2) projects having similar objectives;
3. Excellent analytic written and verbal communication skills.
4. Excellent planning skills
5. Fluent oral and written English language skills

Qualifications

1. Should have a bachelor’s degree in Information Technology, Telecommunications, Information Systems or related area from a recognized university
2. Should have at least one of the following professional certifications: CISSP/CECH/CISM

# DURATION OF THE ASSIGNMENT

The implementation of the project is expected to be undertaken in a period of three months. The consultancy firm is required to ensure the required resource persons are on premise as per the man months estimated.

# payment schedule

|  |  |  |
| --- | --- | --- |
| **Sn.** | **Deliverable** | **Payment** |
|  | Inception Report | 10% of total contract price |
|  | Critical Functions and Services Report | 50% of total contract price |
|  | MAAIF Business Continuity and Disaster Recovery Plan |
|  | Education and Awareness | 20% of total contract price |
|  | Project completion report | 20% of total contract price |

# expert input (man months)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Staff** | **Time per Deliverable (Man Months)** | | | |
| **D1** | **D2** | **D3** | **D4** |
| Team Leader | 0.5 | 1 | 1 | 0.25 |
| BCP Expert | 0.5 | 1 | 1 | 0.5 |
| Information Security Expert | 0.25 | 0.5 | 0.5 | 0.25 |

# REPORTING

The selected consultant shall report to the Permanent Secretary or any persons that may be selected by the Permanent Secretary. In addition, the consultant shall be required to provide a weekly and monthly report detailing progress achieved and/or any difficulties encountered prior to providing the final project report.

Further information can be obtained at the address below during office hours from 08:00 to 17:00 hours East African Time (EAT) on working days and from the MAAIF website (<http://www.agriculture.go.ug>)

Permanent Secretary

Ministry of Agriculture, Animal Industry & Fisheries

Plot 14-18 Lugard Avenue, Entebbe

P. O. Box 102

Entebbe, Kampala – Uganda

Tel: +256-414-320006

# DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

The Client will provide the following information, data or reports:

1. Access to the MAAIF Headquarters
2. Working space at MAAIF Headquarters for on premise work
3. MAAIF Institutional Policies
4. National Information Security Framework