



12th April 2017

-- INVITATION TO TENDER -- DEVELOP AN INFORMATION SECURITY STRATEGY AND FRAMEWOK

1.0. OBJECTIVES

The objective of this RFP is to solicit proposals from qualified Consultants to prepare an information technology security strategy and framework for the African Reinsurance Corporation (Africa Re). The strategic plan will cover among other things, a consistent cybersecurity program as well as appropriate information technology strategy and governance framework that will enable the achievement of the business objectives and goals of the Corporation

The ideal Consultants must have relevant experience in information technology strategic planning and cybersecurity architecture. Relevant experience in the insurance/reinsurance and financial services industries will be an added advantage.

The objectives of this project include but are not limited to the following:

- Perform a comprehensive assessment of Africa Re's existing technology environment and all the ongoing initiatives.
- Conduct an IT services usability analysis, stakeholder interviews, and evaluate emerging technologies, to create a well-documented plan to guide the Corporation over the next five years in planning, procuring, implementing, and managing the technology investments and resources in support of the Africa Re's strategic business objectives.
- Develop an Information and Communication technology strategy.
- Develop an Information and Communication technology governance framework.
- Develop an Information security strategy and framework in compliance with ISO/IEC 27001

The proposed strategy should reflect the multinational regulatory and legal compliance of Africa Re's presence across the continent.

2.0. BACKGROUND

The African Reinsurance Corporation (Africa Re) is an International Financial Institution with Headquarters in Lagos (Nigeria). Africa Re has six Regional Offices in Casablanca (Morocco), Nairobi (Kenya), Abidjan (Côte d'Ivoire), Port Louis (Mauritius), Lagos (Nigeria) and Cairo (Egypt); two subsidiaries in Johannesburg (South Africa) and Cairo (Egypt) as well as a Local Office in Addis Ababa (Ethiopia). The Corporation is owned by 41 member States of the African Union (AU), the African Development Bank (AfDB), the International Finance Corporation (IFC), German Investment and Development Corporation (DEG), PROPARCO (subsidiary of the Agence française de développement), IRB-Brasil Re and 109 African insurance and reinsurance companies.

Insurance and Reinsurance companies worldwide are increasingly creating value by using digital tools and technology in a number of innovative ways.

However, much of the potential value—and the most significant opportunities for making digital a competitive advantage—remain untapped. To unlock this potential, the Africa Re's Information & Communication Technology Department is soliciting proposals from qualified consultants experienced with the needs and operations of the insurance and reinsurance industry, preferably with reinsurance companies comparable to or larger than the African Reinsurance Corporation in population, staffing, and infrastructure to assist with the development of an Information Technology Strategic Plan.

Consequently, the present project requires a significant breadth of technology expertise, but the selected Consultant must also demonstrate an ability to facilitate the internal discussions required to derive the Corporation's technology vision and mission. He must also be knowledgeable about industry trends and possess the talent for presenting technically complex concepts in a simple, comprehensible way to all the stakeholders.

3.0. SCOPE OF SERVICES

Today, the insurance & reinsurance industry customers and clients' expectations have been shaped by their digital experiences with sophisticated companies in other sectors, such as banking industry.

As a result, the digital bar for insurers & reinsurers is high and rising. It is therefore evident that those companies that can meet this challenge will build greater customer loyalty, cut costs and improve profitability.

In the light of the above considerations, the Scope of Work (SoW) that follows is to be used as a general guide and is not intended to be a complete list of all work necessary to efficiently develop and execute the Corporation's information technology strategic plan.

The selected Consultants will work in close partnership with all stakeholders of this project to:

- Develop a 5-Year ICT Security Strategic Plan ISO/IEC 27001 for the Corporation that includes a cybersecurity program as well as the governance framework that will enable the protection of asset in line the Corporation's goals and objectives.
- Develop a 5-Year ICT Strategic Plan for the Corporation that includes a governance framework aligned with the Corporation's goals and objectives.
- Conduct project planning meetings with Africa Re's project team to energize the project team and establish a common purpose toward completing the work.
- Hold meetings as needed to review progress, discuss current findings and issues, update the project plan and timetable, and review next steps in the project.
- Conduct a thorough analysis of the existing IT environment; infrastructure, services, staffing, applications, and business systems;
- Conduct an assessment of IT Department customers' needs, facilitate working sessions and data collection efforts;
- Conduct a SWOT analysis of the IT services portfolio's strengths, weaknesses, opportunities and threats to identify both internal and external factors that can affect IT's ability to contribute to an organization's success.
- Analyze the gap between where the IT department currently is in achieving its goals and what it wants to achieve. The department can then identify the barriers and the resources needed to bridge the gap.
- Perform a business impact analysis including asset classification with risks attached to each class.
- Identify information technology assets or orientations that will provide the Africa Re with competitive advantages;
- Provide staffing recommendations to be able to support the new demands. At a minimum, comments will state the number of staff, desired technical skill sets and areas they will likely support.
- Identify, prioritize, and estimated cost of projects that the Information Technology should undertake over the next five years;
- Ensure that all strategic direction and objectives are in line with the Africa Re's Corporate Strategic Plan;
- Identify existing and available community partnerships and collaboration strategies relevant to the Corporation;

- Identify existing and future outsourcing relationships and opportunities that are essential for an effective cost-saving strategy;
- Identify means and approaches to accommodate current and future technology requirements and trends such as cloud computing (SAAS, PAAS, IAAS), mobile computing, data storage and management, legal requirements, security requirements, etc.

4.0. DELIVERABLES

The following outcomes are expected from the present project:

- I. **Information & Communication Technology Strategic Plan that would include but is not limited to the following:**
 - (a.) Executive Summary of discovery and recommendations tailored for the Executive Management (road from the current state to the desired state along with the required implementation budget);
 - (b.) Executive Summary of discovery and recommendations for the ICT Steering Committee (road from the current state to the desired state along with the required itemized implementation budget);
 - (c.) Comprehensive documentation of discovery and recommendations;
 - (d.) Tactical project plan outlining projects by priority that includes costs both initial and ongoing, staff required for both initial implementation and sustainable management, and perceived benefits and risk of both successful implementation and no implementation at all.

- II. **Information Security Strategy which should be consistent with and aligned to the Information Technology Strategy Plan. This will include but is not limited to the following:**
 - (a.) Information Security Strategy Framework as the Cybersecurity Program is expected to be built upon well respected cybersecurity frameworks, methodologies, and standards that are best suited to the cybersecurity and organizational needs of the Corporation;
 - (b.) Identification and tracking of technology-related risks across the existing infrastructure/IT Services and the emerging cyber risks related to the new Information Technology Strategic Plan;
 - (c.) An Information Security strategy that set long-term objectives (or security objectives), by determining the Corporation's current state and the desired state in cybersecurity matters;

- (d.) An Information Security program (Cybersecurity Roadmap) which will take the Organization from the current state to the desired state, through identified short, long and mid-term projects.
- (e.) Benchmark the current status with ISO 27001:2013 and provide recommendations to fill the gap if any.
- (f.) Review and recommendations in term of application security, Mobile Device Security, Patch Management and Security Updates, Network Infrastructure Security, Physical Security and Environmental Controls.

III. Information & Technology Governance Framework which will ensure that the organisation's IT infrastructure supports and enables the achievement of the Corporate strategies and objectives. This will include but is not limited to the following:

- (a.) ICT governance structure in line with the new Information Technology Strategy and the Corporate strategic plan
- (b.) Recommendations on the appropriate Information governance structures required for strategic alignment, value delivery, risk management, resource management and performance measurement.
- (c.) Roles and responsibilities of each stakeholder included in the governance structure.
- (d.) The Key Performance Indicators (KPI) that will establish the means for assessing the Corporation's progress toward its strategic goals and objectives. This outcome will provide a set of performance metrics and qualitative indicators to measure the success and the impact of the strategic plan implementation efforts.
- (e.) Regulatory compliance recommendations identifying the list of statutory, regulatory, contractual and legal compliance obligations for the Corporation;

IV. Information & Communication Technology Standards, Policies, Processes and procedures to support ICT strategy, infrastructures and operations. This will include but is not limited to the following:

- (a.) ICT Standards, Policies and Procedures (IT acceptable use policy, IT standard operation procedures (SOP), change management procedure, IT vendor management procedure, etc...)
- (b.) ICT controls and monitoring documentation including user access management, operation system management and database management.

- (c.) ICT processes and operations documentation including IT Service management, IT asset management, IT incident management, Software Development Lifecycle (SDLC) Management

V. Business continuity Management and disaster recovery

- (a.) High level business continuity plan in line with the new Information Technology Strategic Plan;
- (b.) ICT Business continuity plan in line with the Corporate business continuity plan.
- (c.) Disaster Recovery plan in line with the business continuity plan;

5.0 EVALUATION PROCESS AND SELECTION CRITERIA

Proposals should be prepared simply, providing a straightforward, concise delineation of the approach and capabilities necessary to satisfy the requirements of the RFP.

Furthermore, all responses to this RFP will be evaluated and scored based on the following criteria:

- Company requirements
- Approach and methodology
- Implementation plan
- Team composition and tools to be used
- Cost
- Firm financial stability
- Quality and clarity of proposal presentation

6.0 PRESENTATION OF TENDER

In order to facilitate the analysis of responses to this RFP, firms are required to prepare their proposals in accordance with the instructions outlined in this section. firms whose proposals deviate from these instructions may be considered non-responsive and may be disqualified at the discretion of the Corporation.

Proposals should be prepared as simply as possible and provide a straightforward, concise description of the firm's capabilities to satisfy the requirements of the RFP. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal should be organized into the following major sections:

Section	Title
1.0	Executive Summary
2.0	Company Background
3.0	Approach and methodology
4.0	Client References
5.0	Cost Quotations
6.0	Financial Information
7.0	Resumes

6.1 Executive summary

This part of the response to the RFP should be limited to a brief narrative highlighting the firm's proposal. The summary should contain as little technical details as possible, and should be oriented towards non-technical personnel. The Executive Summary should not include cost quotations.

6.2 Company background

Firms must provide the following information about their company so that Africa Re can evaluate the firms' stability and ability to support the commitments set forth in response to the RFP. Africa Re, may require a firm to provide additional documentation to support and/or clarify requested information.

The firm must outline the company's background, including:

- Length of time the company has been in business
- A brief description of the company
- Company size and organization
- Three years of audited financial statements

6.3 Approach and methodology

The firm must provide a detailed overview of the approach and methodology to be used in carrying out the assignment. This information must include:

- Methodology of the review and implementation plan
- Estimated timeframe and deliverables for each stage of the due diligence.

6.4 Client references

Firms must provide at least three client references similar in size and complexity to Africa Re that have conducted a similar exercise in a comparable computing environment. Information should include at the minimum:

- Contact person
- Title
- Address
- Companies
- List of similar assignments carried out within the past 3 years

6.5 Cost quotations

The firm's cost quotations must be itemized following the phases of the review.

6.6 Financial information

The firm's financial information should be included in this section. Financial information must include audited financial information for the past three years.

6.7 Resumes

The firm must make every effort to select staff for the project based on the client's needs. Applicable resumes should be included in this section.

7.0 COMPANY AND OTHER GENERAL REQUIREMENTS

No.	Requirement	Firm Response
a)	How long has company been in business?	
b)	How long has the company been in business carrying out such review of IT strategy	
c)	State number of employees in the company.	
d)	State number of employees that will be dedicated to this assignment	
e)	Project completion dates and rates	

8.0 CLARIFICATION AND AMENDMENT OF REQUEST FOR PROPOSAL

Firms may request for clarification only up to 7 days before proposal submission date. Any request for clarification must be sent in writing by letter or Email to the Corporation's address indicated below. The Corporation will respond by letter or Email to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of the inquiry) to all firms who intend to submit proposals.

Contact for clarification:

Email: icttender@africa-re.com

9.0 PROPOSAL SUBMISSION

The Proposals, which must be triplicate copies sealed in an envelope, must be delivered to the submission address indicated below and received by Africa Re not later than 5th **May 2017**. Any proposal received by the Africa Re after the deadline for submission shall be rejected.

Submission Address:

The Chairman of the Tenders Committee
African Reinsurance Corporation
Plot 1679 Karimu Kotun Street
Victoria Island PMB 12765 Lagos, Nigeria
Email: tender@africa-re.com

Yours Sincerely



11/04/2017

Mr. Aly SEYDI
Director, Information and Communication Technology

