

THE UNIVERSITY OF THE WEST INDIES DIGITAL TRANSFORMATION PROJECT

DRAFT TERMS OF REFERENCE

CONSULTANCY SERVICES FOR DEVELOPMENT OF A BUSINESS CONTINUITY PLAN FOR THE UNIVERSITY OF THE WEST INDIES

1. BACKGROUND

1.01 The University of the West Indies (UWI) was established in 1948 and is the largest and longest standing higher education provider in the English-speaking Caribbean. The university comprises five campuses, namely, the Mona Campus in Jamaica; St. Augustine Campus in Trinidad and Tobago; the Cave Hill campus in Barbados; the Five Islands Campus located in Antigua and Barbuda; and the Open Campus, which offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region; and. UWI's Regional Headquarters (RHQ) is located in Kingston, Jamaica which houses the offices of the Vice Chancellery including the Chancellor, Vice Chancellor, University Registrar, University Bursar, and the University Chief Information Officer. UWI's mission is "to advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world."

1.02 As part of its modernization programme, UWI has embarked on a digital transformation programme which seeks to assist in achieving UWI's strategic goals as outlined in its Triple A Strategy (2017-2022). The digital transformation programme will enable a shared services operating environment which will allow UWI to provide consistent and reliable services to all stakeholders. It will also enable the University to achieve greater operational efficiencies and economies of scale. As part of the digital transformation programme, UWI requested support from the Caribbean Development Bank (CDB) for a regional UWI Digital Transformation Project to strengthen the institution's delivery of teaching, learning and research as well as its operational efficiency, resilience and global competitiveness. UWI Digital Transformation Project will include, among other things, the provision of expanded and upgraded technology platforms for teaching and learning, the provision of hardware to support administration and management, and consultancy services to assist UWI with harmonizing business processes.

1.03 The University is exposed to a wide range of natural and manmade hazards that threaten critical infrastructure and can disrupt service delivery. Extreme weather events including storms, heavy rainfall and the resultant flooding, as well as earthquakes and geological hazards, threaten to disrupt teaching and learning and affect business continuity through impeding physical access to the campuses. These events may also interrupt network connectivity; cause loss of utilities power and telecommunications; and cause physical damage to Information Communication Technology (ICT) equipment which can result in loss of institutional data and loss of access to enterprise applications and /or enterprise data. In addition, university operations may be disrupted by man-made incidents such as fire, and power fluctuations and outages. One incident in 2019 involved a series of power related spikes and outages at the Mona Campus, which resulted in the disruption of ICT services over a period of approximately seven days. At other campuses, there have been incidents of datacenter outages of up to two days due to external factors including cooling systems failure.

1.04 There is a need for improved resilience of the University's operations, given the vulnerability of UWI campuses to various natural and man-made threats. UWI digital transformation project will support the development of a UWI Business Continuity Plan, that will guide the continuity of business operations and the restoration of critical functions in the event of an unplanned disaster due to a natural hazard, security breach, service outage, or other potential threat.

2. **OBJECTIVE**

2.01 The objectives of the Consultancy are to develop a BCP for UWI, inclusive of campus plans and strategies; and to build the capacity of UWI to test, implement and update the plan.

3. **SCOPE OF SERVICE**

3.01 The Consulting firm will carry out all technical studies, research, analyses, and related work required to attain the objectives described above.

3.02 The Consulting firm will be expected to:

Undertake a Business Impact Analysis (BIA) and Risk Assessment

The BIA should include, but not be limited to:

- (a) Identifying the most critical business processes, functions and systems of UWI as well as the roles and responsibilities of key personnel carrying out the critical business functions;
- (b) Determining the resources (Staff, Technology, Financial, Other) needed to ensure business continuity at optimal levels;
- (c) Assessing the criticality of:
 - Business applications/services to determine acceptable recovery time and recovery points
 - Human-related services provided, particularly in the areas of food, health and safety to define essential services and personnel

The risk assessment should include, but not be limited to:

- (a) Identifying the potential hazards to which UWI is exposed or could potentially be exposed to; and
- (b) Examination of the BIA findings against various hazard scenarios, and prioritization of potential disruptions based on the hazard's probability and the likelihood of adverse impact to UWI's operations.

Prepare a BCP for UWI

The BCP should include, but not be limited to the following:

- (a) Checklist of the key steps for implementing the Plan;
- (b) Procedures to safeguard the critical resources identified by the BIA, against loss, and recommend actions that will reduce the impact of losses;
- (c) Assessment of the financial, reputational and operational impact of the loss of each critical resource;
- (d) Recovery time objectives and recovery point objectives;

- (e) Contingency Plans for Centre /Vice-Chancellery and Campuses;
- (f) Campus plans and strategies including but not limited to:
 - (i) Disaster Recovery Plans
 - (ii) Crisis Management Plans
 - (iii) Communication Plans
 - (iv) Plans for Returning to Normality
 - (v) Emergency Plans
 - (vi) Sudden staff departures/Succession plan

3.03 In order to ensure that the BCP is regularly tested and updated as required, the Consultant will be required to:

- (a) Develop guidelines/procedures for testing and maintenance.
- (b) Conduct virtual training workshop (s) for UWI Business Continuity Management Team and ensure the Train the Trainer model.
- (c) The training should include the utilization of relevant plans and templates developed by the Consultant, and the concept and approach to test the BCP.

4. METHODOLOGY

4.01 The methodology of the Consultant will include the application of participatory research methods where relevant and include but will not be limited to desk review of secondary data; focus group discussions; and consultations. The Consultant is expected to work closely with staff at various levels of the university, to gather information pertinent to conducting the Risk Assessment and Business Impact Analysis and shaping the BCP. The proposed approach for this Consultancy will include, but not be limited to the following tasks:

4.02 Review of documentation including:

- (a) UWI Triple A Strategy 2017-2022.
- (b) Outputs of the ICT BCP exercise conducted over the period 2012-2014 including the Consultant reports “ICT Business Continuity Planning – Summary for the University of the West Indies” (2012), “Business Continuity Planning – Follow up for the University of the West Indies. Status Report – June 2013”, “Business Continuity Planning – Follow up for the University of the West Indies, Final Status Report – March 2014,” and “UWI BCP Follow up Action Plan (April 2014).”
- (c) Existing campus ICT/business continuity plans, disaster recovery plans and practices and other contingency plans.
- (d) Existing templates used by Vice-Chancellery and Campuses to aid in business continuity and disaster recovery planning.
- (e) UWI Digital Transformation Progress Status Reports.
- (f) Hazard maps.
- (g) Relevant University Policies – IT, Security, Work from Home etc.

4.03 Consultations with UWI's Vice Chancellery, Business Continuity Management Team and other senior management and campus staff.

5. INPUTS AND EXECUTING ARRANGEMENTS

5.01 Through the Project Coordinator (PC), UWI will establish a UWI Business Continuity Management Team, comprising representatives from human resources and administrative departments, campus IT departments and other relevant personnel involved in disaster recovery and business continuity planning at UWI, to provide support and technical input to the BCP. The PC will coordinate meetings with the Business Continuity Management Team for the review of the Draft and Final Reports of the Consultant and will coordinate the submission of comments by CDB and UWI on the reports of the Consultant. The PC will make available all relevant policies, guidelines and other documentation required by the Consultant; assist with arranging meetings between the Consultant and staff and management of UWI; and will act as liaison between CDB and the Consultant.

5.02 TA implementation will be anchored by virtual consultations with staff and management of UWI and other key stakeholders.

5.03 UWI Business Continuity Management Team will be the recipient of the training under this consultancy and will be responsible for the implementation of the BCP following completion.

6. REPORTING REQUIREMENTS

6.01 The Consultant will report directly to the PC. The Consultant will be required to prepare and submit two copies (one hard copy and one electronic copy in Microsoft Word) of the following documents to UWI within the time periods indicated:

- (a) **Inception Report** providing details of the work programme, and the nature and intended timing of all activities to be undertaken in accordance with the Terms of Reference within two weeks of contract award.
- (b) **Draft Risk Assessment and BIA Report** within four weeks following acceptance of Inception Report by UWI.
- (c) **Final Risk Assessment and BIA Report** within two weeks of receipt of comments from UWI and CDB, having regard to comments by UWI and CDB.
- (d) **Draft BCP** inclusive of camps plans and strategies, within six weeks of acceptance of the Final Risk Assessment and Business Impact Analysis Report.
- (e) **Final BCP** within two weeks of receipt from UWI and CDB, having regard to the comments received.
- (f) Report on the virtual training workshop within two weeks of acceptance of the staff training outline by UWI.

7. QUALIFICATIONS AND EXPERIENCE

The Consulting team is expected to consist of a minimum of 2 key experts with the following experience and qualifications:

1. Team Leader

- (a) A minimum of ten (10) years experience as a Project Team Leader in similar assignments.
- (b) Professional Qualifications in Business Continuity Planning (Certified Business Continuity Professional or Master Business Continuity/, disaster risk management or related field.
- (c) Previous experience on International Financial Institution projects would be an asset.

2. Business Continuity Specialist

- (a) A minimum of seven (7) years experience as a Business Continuity Specialist.
- (b) Professional Qualifications in Business Continuity Planning (Certified Business Continuity Professional or Master Business Continuity/, disaster risk management or related field.
- (c) A minimum of three (3) years experience training adults for professional development.
- (d) Cyber Resilience certification/specialization would be an asset.

All team members are expected to possess the following:

- (a) excellent coordination and communication skills.
- (b) strong interpersonal and motivational skills and sensitivity to the regional and local environments as well as the ability to work with minimal supervision.

8. DURATION

The consultancy assignment is expected to be implemented over a period of 60 working days over a six (6) months duration.