

REQUEST FOR EXPRESSIONS OF INTEREST

“DEVELOPING A CLOUD STRATEGY FOR THE BANK’S IT DEPARTMENT”

AFRICAN DEVELOPMENT BANK

Avenue Joseph Anoma, 01 B.P. 1387, Abidjan, CÔTE d'IVOIRE

Corporate IT Services Department (CHIS)

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1. The African Development Bank (AfdBD) hereby invites Consulting Firms to indicate their interest in the following Assignment: **DEVELOPING A CLOUD STRATEGY FOR THE BANK’S IT DEPARTMENT.**
2. The objective of the assignment is to develop a cloud strategy for the Corporate Information Technology (IT) department of the African Development Bank.

It aims to put in place a structured decisions framework that identifies potential use cases for cloud computing, analysing the benefits and challenges including answering the following questions:

- What benefits do cloud services bring to the Bank from the IT and business perspective?
- Where and how should the Bank consume cloud-computing services?
- Where and how should the Bank implement cloud environments?
- How will the Bank secure, manage and govern across hybrid environments?
- How does Cloud Computing factor fit into our application strategy and architecture?
- Are there opportunities for the business to become a cloud computing service provider to others?
- Does the Bank have significant resources and skills to implement and run cloud-based services?
- Are there technological and regulatory barriers that spur/prevent cloud adoption?

More details about the scope of services are provided in Annex 1.

3. The **Corporate IT Services Department (CHIS)** invites eligible firms to indicate their interest in providing these services. Interested eligible Consulting Firms or associations of Consulting Firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (**documentation, references for similar services, experience in comparable Assignments, availability of qualified staff, etc.**).

4. The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the Bank's **Rules and Procedure for the Use of Corporate Consultants**. Please, note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Bank to include it in the shortlist.
5. The duration of the assignment is expected for **03 months**.
6. Interested Consulting Firms may obtain further information at the address below during office hours **09:00 to 17:00 hours, Abidjan Local Time**.
7. Expressions of interest must be sent **by email** at the address below before **Tuesday 05 March 2019 17:00 hours, Abidjan Local Time** and mention **“Expression of Interest for developing a cloud strategy for the Bank’s IT department”**.

For the attention of: **IT Recruitment Team**
African Development Bank
Corporate IT Services Department (CHIS)
Avenue Joseph Anoma, 01 B.P. 1387,
Abidjan, CÔTE d'IVOIRE
Tel: (+225) 20 26 22 61
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ANNEX 1: Terms of Reference

Developing a Cloud Strategy for the Bank’s IT Department

1. OBJECTIVE

The objective of the assignment is to develop a cloud strategy for the Corporate Information Technology (IT) department of the African Development Bank.

It aims to put in place a structured decisions framework that identifies potential use cases for cloud computing, analysing the benefits and challenges including answering the following questions:

- What benefits do cloud services bring to the Bank from the IT and business perspective?
- Where and how should the Bank consume cloud-computing services?
- Where and how should the Bank implement cloud environments?
- How will the Bank secure, manage and govern across hybrid environments?
- How does Cloud Computing factor fit into our application strategy and architecture?
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- Does the Bank have significant resources and skills to implement and run cloud-based services?
- Are there technological and regulatory barriers that spur/prevent cloud adoption?

2. SCOPE OF THE SERVICES

Overall the scope of this assignment will include (but not be limited to) defining a structured decisions framework that identifies potential use cases for cloud and developing an implementation roadmap with detailed action plan.

The consultant responsibilities will be structured into two main phases:

Phase 1# Cloud Strategy Formulation:

The scope of work in this phase is detailed in the table below:

Task	Activity Details	Deliverables/Cloud Strategy
Assess “where” and “how” the Bank will Consume Cloud Services	<ul style="list-style-type: none"> • Examine legacy infrastructure and its readiness for the cloud journey • Assess the Communication Service provider availability / quality of service • Examine all the applications utilized in the Bank with aim to: <ul style="list-style-type: none"> a. Understand implications of such application to the business and benefits, cloud computing may 	<ul style="list-style-type: none"> • A Risk/ Benefit analysis report on the implications of cloud for each business application and processes • Report. Assessment of skills and resources for cloud migration and operation in the Bank • A Matrix classifying where each how and what cloud model is suitable for each

	<p>potentially bring to the corresponding processes;</p> <p>b. Understand the underlying technical requirements/configuration of such applications and the way they should be migrated into the cloud;</p> <p>c. Assess the cloud readiness of each application.</p> <p>d. Identify applications which are dependent on other applications;</p> <ul style="list-style-type: none"> • Examine and classify the sensitivity of data associated with each application (also consider data size, volume and frequency of updates required) and compliance to the corresponding regulations. • Study the current data risk/security policy, procedures and governance guiding the Bank. • Examine the potential benefits, challenges and risk associated with moving an application to the cloud, taking into consideration the Banks policies and existing regulations • Develop a matrix, based on a case-by-case evaluations of the benefit/ risks that a cloud model poses and classify where each application should be deployed (e.g. Public, Private, Hybrid, or Not for Cloud, PaaS, SaaS and IaaS) 	<p>business application.</p> <ul style="list-style-type: none"> • A document detailing proposed Cloud Architecture • Workshop with Enterprise Architecture and IT technical teams (Systems Engineering, Applications development, ...) to design Cloud architecture • A governance and risk/Security framework for Cloud. • Decision framework for identify best fit Cloud service model for enterprise application • Implementation road map for the Cloud strategy • Migration plan with the detailed schedules of corresponding stages • How to Build a Cloud Center of Excellence
<p>Identify suitable areas and Framework for Private Cloud</p>	<ul style="list-style-type: none"> • Obtain and review the enterprise architecture in the Bank • Identify gaps with the current architecture and recommend suitable framework/architecture for Private Cloud in the Bank as well as technological/regulatory barriers for public cloud. • Itemize and highlight Business Applications for Private cloud 	
<p>Determine impact of Cloud strategy on Business Applications</p>	<ul style="list-style-type: none"> • Review business application, with an aim of identifying cloud service model most suitable per application (i.e. determine which application should consume SaaS, IaaS, PaaS) • Identify benefits of cloud for the corresponding processes (business or IT) • Review the Business Application's 	

	<p>maintained by the IT department and recommend which applications should be cloud hosted, cloud optimized or native cloud.</p> <ul style="list-style-type: none"> • Design a decision framework which will guide classification of future business applications. 	
Define overall objectives and Framework for adopting Cloud services	<ul style="list-style-type: none"> • Develop a governance framework for Cloud service management in the Bank. • Design a framework for ensuring cloud services security and risk management. • Identify potential tools, techniques to support effective management of the cloud. 	
Design Implementation Road Map for Cloud strategy	<ul style="list-style-type: none"> • Develop Implementation and Migration Roadmap \ action plan indicating time frames (based on service maturity) for implementing Cloud strategy. • categorize implementation of Cloud strategy into short, medium and long term implementation 	

(i) Phase 2# Implementation of Cloud Strategy:

The scope of work in this phase is detailed in the table below:

Task	Activity Details	Deliverables
Identify Potential Vendors for Implementing Cloud Services	<ul style="list-style-type: none"> • Define the critical capabilities for the Cloud Managed Services Providers (baselines and extra day-to-day capacities required across the three capabilities pillars: cloud management platform, managed services and professional services) • Identify leading vendors/cloud and managed service providers which can provide tools and technology for proposed cloud strategy. • Highlight the benefits and risk of adopting listed vendors • Hold workshops to sensitize IT staff on the need adopt cloud strategy. 	<ul style="list-style-type: none"> • Detailed list of potential vendors for Cloud services, alongside benefits and risk associated with vendors • Workshop to sensitize staff and discuss cloud strategy implementation roadmap

3. PROFILE OF THE CONSULTANT(S)

- The firm should have proven experience in providing technical advisory services with at least three (03) references in similar assignments.
- The firm should have previous experience with international donors or similar international institutions
- The proposed consultants should have the following qualifications and skills:
 - Relevant experience in cloud strategy formulation or similar assignments.
 - References with other international donors or institutions
 - Hands on experience in conducting cost/benefit and risk analysis for cloud strategy.

- Experience in data analysis, assessment and report writing
- Excellent presentation skills.
- Excellent written and verbal communication skills
- Proficiency in English, verbal and written.

4. LOCATION

The work will be carried out at the Bank's Headquarter in Abidjan, Cote d'Ivoire. However, some short-term missions in regional offices are potentially to be expected.

5. REPORTING

The consultant(s) will work under the supervision of the Program Management Office.