ASIAN INFRASTRUCTURE INVESTMENT BANK

**INVITATION FOR EXPRESSION OF INTEREST
FOR
IT OUTSOURCING AND CLOUD RISK MANAGEMENT
CONSULTING SERVICES**

Funding source:	Asian Infrastructure Investment Bank (AIIB)
Sector:	ITD
Project Name:	IT Outsourcing and Cloud Risk Management Consulting Services
Project No.	AIIB CP IEOI – 00470
Deadline:	**April 4, 2019**

1. The Asian Infrastructure Investment Bank (AIIB) invites qualified suppliers, to submit an Expression of Interest (EOI) to provide IT Outsourcing and Cloud Risk Management Consulting Services. The selection will follow AIIB's draft Corporate Procurement Policy and relevant rules and procedures. Depending on the number of the EOIs received and the qualifications of the suppliers, AIIB may or may not shortlist all firms who have submitted EOIs.

2. The EOI should provide information about the supplier's technical qualifications and experience in providing IT Outsourcing and Cloud Risk Management Consulting Services in the past three to five (3-5) years. Please provide the information requested in Annex B.

3. Consulting firms should submit all related documents as required under Annex A and B to the following Client's Email address in PDF format, before **24:00, April 18, 2019 (Beijing time)**.

4. Contact information:

   Corporate Procurement Unit
   E-mail Address: it.procurement@aiib.org
   Facilities and Administration Services Department
   Asian Infrastructure Investment Bank
   B-9 Financial Street, Xicheng District
   100033 Beijing, China

   Annex A – Simplified Terms of Reference

   Annex B - EOI Form

Annex A

Simplified Terms of Reference

Terms of Reference – IT Outsourcing and Cloud Risk Management

1   Introduction

Asian Infrastructure Investment Bank (the "Bank" or AIIB) seeks Expression of Interest of IT Outsourcing and Cloud Risk Management Consulting Services. The IT Division (ITD) centrally manages AIIB's IT services, which includes formulating the bank's IT strategy and roadmap, developing and maintaining IT infrastructure and business applications and providing daily IT support.

Lean, clean and green: AIIB's lean structure enables it to quickly mobilize resources today to meet the infrastructure needs of tomorrow. AIIB operates to the highest standards with zero tolerance for corruption. We support our members to meet their commitments under the Paris Agreement.

To realize the Bank's lean structure, many of the Bank's daily operations have been outsourced to third-party services providers. As the Bank's business expands, the number and complexity of IT infrastructure and business applications are also growing exponentially. As a result, the Bank's and ITD's relationships with and needs from the third-party service providers will evolve. The Bank and ITD will need to regularly assess the requirements of their businesses to ensure that the availability of services and the Bank and ITD's operations are not adversely affected.

2   Services

A   Objective

The objectives of the project include formulating an IT outsourcing strategy, establishing IT outsourcing management framework to consistently engage and monitor the services provided by IT outsourcing service providers and manage the related risk, conducting IT outsourcing capability and risk assessment, cyber security risk and business continuity threat assessment, and outsourcing activities evaluation and reporting; and establishing a Cloud Computing Governance program to systematically assess and manage Cloud computing related risks.

B   Scope of Work

a) Establish IT Outsourcing Internal Control Framework

o   IT Outsourcing Strategy and Rules
The establishment of AIIB IT outsourcing strategy, resource and capability development plan, IT outsourcing risk appetite, IT outsourcing management rules, operating model, Business Process Outsourcing (BPO) impact analysis to ITD, and vendor relationship management rules, etc.

- o IT Outsourcing Vendor Management
  Service Level Agreement (SLA) of IT outsourcing services, IT outsourcing vendor classification, financial and internal control monitoring of IT outsourcing vendors. With the performance assessment approach agreed with the vendors, an objective supervision mechanism to monitor and evaluate the vendor's performance, manage and resolve on-going issues. This project shall leverage the Bank's existing systems such as SharePoint or SAP Ariba, etc. to implement ITD's outsourcing vendor management.

- o Outsourcing Information Security Management
  Information Security requirements and training on outsourcing personnel, access control and asset management of IT outsourcing activities, security check and review on IT outsourcing vendors.

- o Outsourcing Business Continuity Management
  Business Impact Analysis (BIA) of outsourcing service disruption, emergency response plan for outsourcing service disruption, business continuity planning and testing.

b) Establish IT Outsourcing Risk Management Framework

- o Comprehensive IT outsourcing risk management framework and methodology.

- o Vendor Risk Assessment: To facilitate the evaluation of vendor and associated third party risk, for example designing the IT Outsourcing Vendor Capability and Risk Assessment Questionnaire and due diligence risk assessments.

- o Vendor Performance Management: monitoring and management of highly concentrated service providers, ongoing monitoring and management of cross-border and offsite outsourcing, etc.

- o Information security: addressing information security measures regarding information shared with third-party vendors.

c) Conducting Capability and Risk Assessment on IT Outsourcing Vendors

- o Upon the request from AIIB ITD, the consulting firm conducts capability and risk assessment on the important IT Outsourcing vendors (existing vendors or potential new vendors), whose projects are critical to AIIB business and IT operations, and/or have access to confidential and sensitive information, etc.

- o The assessment shall leverage the IT Outsourcing Vendor Capability and Risk Assessment Questionnaire, and take other forms such as interview meetings, onsite inspection, audit report review, etc.

- o The assessment shall include the review of Business Continuity Management for the IT Outsourcing Service Provider, related AIIB business department, and AIIB ITD. Upon the request from AIIB ITD, the consulting firm shall design a Business Continuity Plan including cost estimate for the specific outsourcing engagement for the Bank.

- o This service shall include an outsourcing risk dashboard showing the overall risk exposure of ITD from the outsourcing activities, key IT outsourcing risks, the progress of each reviewed vendor, the remediation progress, any open risks, etc, for monitoring and reporting purpose.

d) Cloud Risk Management Framework

- o Cloud Strategy: a report contains the review of ITD's cloud computing exercise since inception, validation of business requirement fulfilment, Cloud Computing risk appetite, and Cloud Computing risk management rules, etc.

- o Cloud Computing Governance Program:
  - Define organizational structure, committees, and roles & responsibilities for managing Cloud Computing risks
  - Enhance processes to manage Cloud Computing risk factoring considerations such as automation and agile
  - Confirm feasibility of tools and technology that support cloud risk management and integration across cloud risk domains
  - Define Disaster Recovery requirements (e.g. Recovery Point Objective - RPO and Recovery Time Objective – RTO, etc.) and backup (data level, application level, configuration level, etc.) requirements in the contracts with the Cloud vendors and to the Bank's project teams

- o Establish a cloud risk management framework to identify, assess, mitigate, and monitor SaaS and PaaS related risks at the Bank.

- o Establish a cloud risk assessment checklist to identify risks of Functionality, Reliability, Usability, Efficiency, Maintainability, and Portability when deploying applications on IaaS.

- o Upon the request from AIIB ITD, the consulting firm conducts risk assessment on the important Cloud vendors (existing vendors or potential new vendors), whose projects are critical to AIIB business and IT operations, and/or storing confidential and sensitive information, etc.
  - The service shall include defining Disaster Recovery (DR) requirements and backup requirements of the existing Cloud services provided to the Bank, and cost estimates.

- o The risk assessment and management rules shall be in line with industry best practices, such as Cloud Security Alliance (CSA)'s Cloud Controls Matrix, OWASP Cloud Security Project, ISO2700x, COBIT, etc.

- o Upon the request from AIIB ITD, the consulting firm conducts risk assessment on the existing and new Cloud vendors

- o The service shall include a cloud risk dashboard showing the overall risk exposure of ITD related to cloud computing, the risk rating of applications and systems on each Cloud platform (SaaS, PaaS, or IaaS), remediation progress, any open risks, etc, for monitoring and reporting purpose. Reports to be communicated to multiple levels of management

C   Timeline
2019.05 – 2019.12

D   Expected Deliveries for the project
a) IT Outsourcing Internal Control Framework, including IT outsourcing strategy and management rules, IT outsourcing risk appetite, Term of Reference for the IT Outsourcing Risk Management working group, Business Process Outsourcing (BPO) impact analysis to ITD, etc.
b) IT Outsourcing Risk Management Framework, including Vendor Capability and Risk Assessment, IT Outsourcing Vendor Capability and Risk Assessment Questionnaire, Vendor Evaluation Form, outsourcing risk dashboard, etc.
c) Cloud Risk Management, including cloud strategy paper, Cloud risk management framework, cloud risk dashboard, etc.
d) Ten (10) outsourcing vendor risk assessment reports and remediation plans
e) Ten (10) cloud vendor risk assessment reports and remediation plans

3. Qualifications

A   Key project members
- o 8+ years working experience in IT Outsourcing risk management and Cloud risk management
- o No less than 5 reference cases in developing IT Outsourcing risk management framework and Cloud risk management framework
- o No less than 5 reference cases in conducting vendor risk assessment and cloud risk assessment
- o In-depth understanding of major IT Outsourcing governance and risk management standards and best practices
- o Extensive experience with risk management and assessment of cloud computing

B   Other project members
- o 5+ years working experience in IT Outsourcing risk management and Cloud risk management
- o No less than 3 reference cases in developing IT Outsourcing risk management framework and Cloud risk management framework
- o No less than 3 reference cases in conducting vendor risk assessment and cloud risk assessment

- o Good understanding of major IT Outsourcing governance and risk management standards and best practices
- o Familiar with risk management and assessment of cloud computing

Annex B: EOI Form

[Expressions of interest are subject to a 10-page limit, including any attachments.]

Expression of Interest (EOI) by Consulting Firm

Date: [dd/mm/yyyy]

Dear Mr./Ms. [copy the AIIB's representative's name, designation and department as indicated in the EOI],

We have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) match our firm's capacity for providing the services required in the TOR. We would like to express our interest for being considered for the Shortlist. We understand that AIIB does not have an obligation that we must be shortlisted.

Our firm's profile and information relevant to this EOI are in provided below:

I.   Consulting Firm Profile

Firm's Name:	
Country of Incorporation:	
Firm's Address: (Street name, City, State/Province, Country, ZIP code) Fax No.: Phone No.: Email: Website:	

II. Specific Qualifications and Experience

[Notes to consultant: Highlight the technical qualifications and experiences of your firm in undertaking tasks in any of the areas of focus, as indicated in the REOI].

III. Methodology of Work

[Notes to consultant: Describe the methodology to provide relevant services. This is an opportunity for the firm to demonstrate its understanding about the scope of this work]

IV. Other Information

[Notes to consultant: Provide other information that you consider to be useful for the AIIB in its consideration of your candidacy for the shortlist].

V. Project References

[Notes to consultant: Please select at least three of the most relevant projects to demonstrate the firm's technical qualifications and experience.

Period	Client	Project	Country	Role of the Firm (As lead firm or partner?)	Contract Value

VI. Project Team members' CVs

VII. Eligibility Declaration

We, the undersigned, certify to the best of our knowledge and belief:

☐ We confirm that the project references submitted as part of this EOI accurately reflect the experience of our firm.

☐ We confirm our firm has ever been convicted of an integrity-related offense or crime related to theft, corruption and fraud.

☐ We confirm our firm and all the personnel indicated in the EOI have met the requirements of Corporate Procurement Policy of AIIB, which can be found on https://www.aiib.org/en/policies-strategies/_download/corporate-procuremen-policy/corporate-procurement-policy.pdf

☐ We understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the EOI or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with AIIB's Policy on Prohibited Practices (PPP), which can be found on https://www.aiib.org/en/policies-strategies/_download/policy-on-prohibited-practices/policy_on_prohibited_practices.pdf

Signature:

Name and Title of the firm's authorized representative: