



Open Tender (Reopen)

(Deadline: 23 May 2022)

Provision of Technical Assistance to the Project:

Developing the ASEAN Secretariat's Business Continuity Management System

The ASEAN Regional Integration Support from the European Union (ARISE Plus) Grant wishes to commission a consulting firm/team of business continuity management experts to develop a comprehensive Business Continuity Management System for ASEAN Secretariat in accordance with ISO 22301-2019.

The secretariat is located in Jakarta, Indonesia.

All interested parties are invited to submit your proposals in two parts: **Technical** and **Financial components**.

Part 1: The Technical component should present the following information:

- A brief discussion indicating the bidder's understanding of the needs of the project with clear reference to the five interrelated stages of the project;
- A brief analysis of key issues;
- A methodological discussion of how the bidder proposes to address those needs including assessment of key issues, analytical strategies that will underlie the project,

specific techniques to be utilised, and practical discussion of possible limitations in carrying out the project;

- A detailed work-plan that specifies activities to be undertaken, expected deliverables, resources to be utilised and timing;
- CVs of all proposed experts;
- Expert mobilization and management plan;
- A discussion on measures to ensure future sustainability of the outcomes of this project; and
- A brief discussion on the firm's past experience in undertaking similar work and brief summaries of related projects undertaken.

Part 2: The Financial component should specify professional fees of experts and cost related to BCM tools.

Other costs for experts such as reimbursable expenses for airfare, other travel costs and daily subsistence allowance for workshops, meetings and all other agreed activities will be discussed with the preferred contractor during the finalisation of the scope of services. Costs will be based on prevailing ASEC rates.

Terms of reference of the project is presented below. Each bidder should send via e-mail their application with a cover letter by **COB of 23 May 2022**, to:

ARISE+ Grant Manager (ASEAN Regional Integration Support by European Union)

ASEAN Secretariat

Jl. Sisingamangaraja 70A, Jakarta 12110, Indonesia

Email: suchat.katima@asean.org and erwin.hendrawijaya@asean.org

Note: All inquiries about this tender must be addressed to the Grant Manager directly via email.



TERMS OF REFERENCE

Developing the ASEAN Secretariat's Business Continuity Management System

Version 1

Version	Date	Status	Author
1	29/12/2021	Final	Corporate Affairs

Terms of Reference**Developing the ASEAN Secretariat's Business Continuity Management System****I. Context and Rationale**

The ASEAN Secretariat (ASEC) was established in February 1976 by the Foreign Ministers of ASEAN. Currently staffed with approximately 400 personnel, the mission of ASEC is to initiate, facilitate and coordinate ASEAN stakeholder collaboration in realising the purposes and principles of ASEAN as reflected in the ASEAN Charter.

As part of its efforts in managing uncertainty and minimizing threats, the ASEAN Secretariat (ASEC) established IT Disaster Recovery Plan (DRP) in October 2020. With ASEC DRP, all corporate data/documents are backed up to a secure data center outside ASEC's premises. To further strengthen its capacity in managing uncertainty and threats, ASEC is developing a Business Continuity Management System (BCMS).

The to-be-developed BCMS would be a comprehensive plan designed to ensure that in the event of threats or unfortunate events, such as natural disasters, fire, sabotage, and pandemic, their disruptions and impacts on the organisation's operations are minimal, i.e. ASEC is more resilient to safeguard the interests of its key stakeholders and its reputation.

This BCMS project is another key element of ASEC Risk Management System (RMS) governed by the ASEC Risk Management Committee (RMC). It will take into consideration the following existing subsets of ASEC RMS:

1. DRP System and Services;
2. ASEC Security and Safety System assessment and recommendations by UN Department of Security and Safety (UNDSS), conducted in early 2021; and
3. ASEC organisation-wide Risk Management exercise which is being conducted in 2021-2022.

II. Objective and Deliverables

With the support of the ASEAN Regional Integration Support from the European Union (ARISE Plus), ASEC is commissioning a consulting firm/team of business continuity management (BCM) experts to develop a comprehensive BCMS in accordance with ISO 22301-2019, security and resilience – business continuity management systems.

Specifically, the consultant team shall ensure that the following deliverables are achieved:

1. Conducting comprehensive analyses including current state assessment, critical risk assessment, key business and process identification, and business impact analysis;
2. Developing business continuity strategies and solutions with practical tools to avoid and/or mitigate, and responding to risks associated with a disruption of unfortunate events caused by natural disasters or pandemic and a disruption in operations (such as IT infrastructure failure, fire, physical insecurities, and sabotage). The proposed strategies and solutions should focus on protecting important assets of ASEC, i.e. human resources, facilities, technology, and data/documents (knowledge products);
3. Formulating business continuity plans and procedures based on the selected strategies and solutions; and

4. Building capacity and knowledge of ASEC staff who have roles to manage disruptions. This includes providing training and performing appropriate drill on the developed plans and solutions.

III. Scope of Services

Under the guidance of ASEC RMC, the to-be-selected consulting firm is expected to develop ASEC BCMS as illustrated in the framework below. This BCMS shall specify requirements to implement, maintain and improve a management system to protect against, reduce the likelihood of the occurrence of, prepare for, respond to and recover from disruptions when they arise¹.

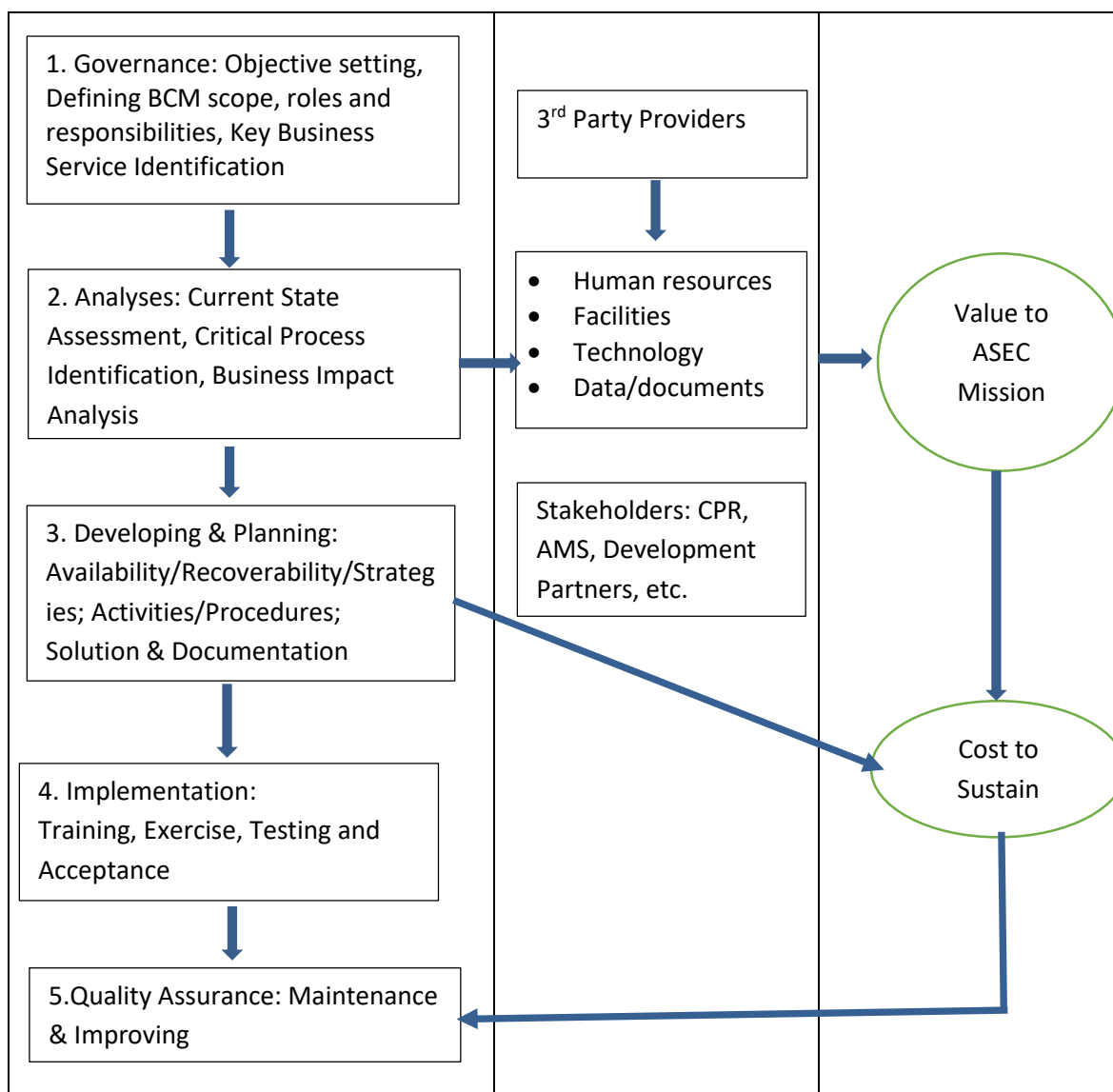


Figure 1: ASEC BCM Framework.

¹ ISO 22301-2019, BCM is a capability of an **organisation** to continue the delivery of **products and services** within acceptable time frames at predefined capacity during a **disruption**

1. Defining Scope and Setting Objectives

The consulting firm is expected to conduct the initial assessment and formulate the objectives of the BCMS project in line with ISO 22301. This includes, but not limited to, developing BCM framework, identifying BCM scope, key business activities, products and services to be included in BCMS:

- a. Drafting a BCM policy that outlines governance decision framework that:
 - is appropriate to the purpose of the organization;
 - provides a framework for setting business continuity objectives;
 - includes a commitment to satisfy applicable ISO 22301 requirements;
 - includes a commitment to continual improvement of the BCMS.
- b. Establishing business continuity objectives that:
 - is consistent with the business continuity policy;
 - is measurable; and
 - is in line with ISO 22301.
- c. Drafting roles, responsibilities and authorities of ASEC Senior Management and other ASEC staff who have roles in managing interruptions.

2. Analyses

The consultants should conduct the following assessments and business impact analysis:

- a. Current State Assessment. Reviewing existing governance functions related to risks management, disaster recovery, continuity plan during Covid-19 pandemic, emergency preparedness and crisis management, including:
 - UNDSS findings and recommendations on ASEC security and safety;
 - ASEC IT Disaster Recovery Plan System and Services;
 - ASEAN Secretariat's Staff Guidelines for New Normal in Relation to COVID-19; and
 - Organisation-wide RMS exercise being conducted in 2021-2022
- b. Critical Risks and Process Identification. The goal of this exercise is to see where ASEC and its systems are most vulnerable to threats and understand them. While risks can come from anywhere — whether it be a flood, cyberattack or pandemic — disruption events may be narrowed down to four categories: loss of people, loss of facilities, loss of systems and data and/or loss of third-party services. The consultant should:
 - Review Critical Risks registers - to be derived from the on-going org-wide Risk Management System Exercise and with reference to Article 8.2.3 of ISO 22301;
 - Identify the business objectives executed by those functions and the processes through which the objectives are executed;
 - Work with concerned process owners to identify key measures, components and external requirements of the process such as performance metrics; contracts with external parties (e.g. ERP, KDMS, DRP, ASEAN Custom Transit System, Security and Maintenance); regulatory and/or legal requirements (e.g. host country agreement);
 - Pinpoint the key resources and tools that enables the process to be executed such as: human resources, equipment, facilities, utilities, technology, and data; and
 - Document inter/intra services dependencies.

- c. Business Impact Analysis (BIA). Conducting a BIA is crucial since its results will be the major input in business continuity planning. Through BIA, ASEC will be able to predict or forecast the potential impacts or consequences of business operations. A well-formulated BIA should clearly identify how a particular event could affect ASEC's business. The consultant shall conduct each BIA as required in Article 8.2.2 of ISO 22301. This may include:
- Introduce an appropriate BIA methodology that determines the impact of any disruption to activities that support key products and services of ASEC;
 - Identify the following impacts to specific business processes and corporate functions when a disaster occurs (e.g. human resources, facilities, technology, data/documents, 3rd parties);
 - Identify, to the best extent possible the maximum tolerable outage (MTO) of each process (e.g. a tolerance threshold for how recent ASEC data backups need to be in case of a disruption);
 - Identify a recovery point objective for each process based on the MTO;
 - Set a recovery time objective that specifies a maximum acceptable amount of time a system or process can be down; and
 - Develop strategy how ASEC manage priorities during a disaster/disruption.

3. Business Continuity Strategies and Solutions

Based on the outputs from the critical assessment and BIA, the consultant shall identify and propose business continuity strategies for before, during and after disruption. The business continuity strategies shall comprise one or more solutions. These include:

- a. Identifying strategies and solutions based on the extent to which strategies and solutions:
- meet the requirements to continue and recover prioritised activities within the identified time frames and agreed capacity;
 - protect the organisation's prioritised activities;
 - reduce the likelihood of disruption;
 - shorten the period of disruption;
 - limit the impact of disruption on the organisation's products and services; and
 - provide for the availability of adequate resources.
- b. Selecting strategies and solutions based on the extent to which strategies and solutions:
- meet the requirements to continue and recover prioritised activities within the identified time frames and agreed capacity;
 - consider the amount and type of risk the organisation may or may not take; and
 - consider associated costs and benefits.
- c. Determining resource requirements to implement the selected business continuity solutions. The types of resources considered shall include, but not be limited to:
- people;
 - data/documents (knowledge products);
 - physical infrastructure such as buildings, workplaces or other facilities and associated utilities;
 - equipment and consumables;
 - information and communication technology (ICT) systems;
 - transportation and logistics;
 - finance; and

- partners and suppliers.
- d. Developing Operational Guideline for implementing and maintaining the selected solutions so they can be activated when needed.

4. Business continuity plans and procedures

The consultant team shall identify and document business continuity plans and procedures based on the selected strategies and solutions, i.e. formulate plans and procedures to manage the organization during a disruption. The plans and procedures shall be used when required to activate business continuity solutions.

These guidelines and procedures shall:

- be specific regarding the immediate steps that are to be taken during a disruption;
- be flexible to respond to the changing internal and external conditions of a disruption;
- focus on the impact of incidents that potentially lead to disruption;
- be effective in minimizing the impact through the implementation of appropriate solutions; and
- assign roles and responsibilities for tasks within them.

These guidelines and procedures shall cover, but not limited to:

- Disaster Recovery Plan - How ASEC will recover if a system goes down;
- Business Continuity Plan - List the steps to continue the operations and work of ASEC if a process gets disrupted; and
- Crisis Management Response and Communication

These guidelines and procedures shall outline a clear flow process, such as:

a. Response Structure

A response structure that will enable timely warning and communication to relevant interested parties and to formulate roles and responsibilities of each BCM team (e.g. DRP team, BCM team, and Crisis Management team) and the relationships between the teams shall be clearly stated, e.g.:

- appointing personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role; and
- documenting procedures to guide their actions including those for the activation, operation, coordination and communication of the response.

b. Warning and Communication

The consultant shall document procedures (in accordance with 8.4.3 of ISO 22301) for:

- communicating internally and externally to relevant interested parties, including what, when, with whom and how to communicate (including procedures for how, and under what circumstances, ASEC communicates with staffs and their emergency contacts);
- receiving, documenting and responding to communications from interested parties, including any national or regional risk advisory system or equivalent;
- ensuring the availability of the means of communication during a disruption;
- facilitating structured communication with emergency responders;
- providing details of the ASEC's media response following an incident, including a communications strategy;
- recording the details of the disruption, the actions taken and the decisions made;

- alerting interested parties potentially impacted by an actual or impending disruption; and
- ensuring appropriate coordination and communication between multiple responding organizations

c. Business Continuity Plans

The consultant will develop business continuity plans and procedures. The business continuity plans shall provide guidance and information to assist BCM teams to respond to a disruption and to assist ASEC with response and recovery.

Collectively, the business continuity plans shall contain:

- details to manage the immediate consequences of a disruption giving due regard to: (i) the welfare of individuals; (ii) the prevention of further loss or unavailability of prioritized activities; and (iii) the impact on the environment.
- details of the actions that the teams will take in order: (i) to continue or recover prioritized activities within predetermined time frames and (ii) monitor the impact of the disruption and ASEC's response to it.
- reference to the pre-defined threshold(s) and process for activating the response;
- procedures to enable the delivery of products and services at agreed capacity;

(These plans should be written in non-jargon language for easy understanding and to facilitate effective implementation.)

Each plan shall include:

- the purpose, scope and objectives;
- the roles and responsibilities of the team that will implement the plan;
- actions to implement the solutions;
- supporting information needed to activate (including activation criteria), operate, coordinate and communicate the team's actions;
- internal and external interdependencies;
- the resource requirements;
- the reporting requirements; and
- a process for standing down.

d. Recovery

The consultant shall formulate processes and flow chart to restore and return business activities from the temporary measures adopted during and after a disruption.

5. Implementation

Once the BCM Documents are developed and approved, the consultant shall assist ASEC to test and verify the strategies, solutions and BCPs to ensure that they are pragmatic and identify weaknesses and gaps uncovered during the test exercises, and adjust plan as required. These include:

- a. Conduct a training programme. The training program will ensure that the BCM teams shall have the competency to:
 - assess the nature and extent of a disruption and its potential impact;
 - assess the impact against pre-defined thresholds that justify initiation of a formal response;
 - activate an appropriate business continuity response;
 - plan actions that need to be undertaken;

- establish priorities (using life safety as the first priority);
 - monitor the effects of the disruption and the organization's response;
 - activate the business continuity solutions;
 - communicate with relevant interested parties, authorities and the media.
- b. Exercise programme². The consultant shall assist ASEC to conduct at least two test exercises that:
- are consistent with its business continuity objectives;
 - are based on appropriate scenarios that are well planned with clearly defined aims and objectives;
 - develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions;
 - validate its business continuity strategies and solutions; and
 - produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements;

IV. Tasks/Activities

The following tentative activities are suggested to be undertaken to achieve the deliverables. The bidder should provide details on its approach to each activity in its bid and is free to recommend additional activities, and to fine-tune the activities in consultation with ASEC.

No	Deliverables	Tasks/Activities	Indicative Duration
1	Inception Report with proposed BCM Framework, Governance, Policy and TOR of BCM members	1. Hold Inception meetings with ASEC's Risk Management Committee (RMC) and ARISE+ 2. Hold inception meetings with RMS Champions and Key Process Owners to have common understanding on the deliverables, methodology and approaches 3. Prepare overall approach and methodology to the project; work plan, schedule and milestones. 4. Present detailed implementation and mobilization plans of the project. 5. Develop ASEC's BCM Framework, standard approach to conducting analyses, developing strategies, solutions and BCPs. 6. Submit draft Inception Report to ASEC and ARISE+ Grant 7. Finalise and submit Inception Report after receiving comments from ASEC and ARISE+ Grant [Milestone 1]	Month 1

² The warning and communication procedures shall be exercised as part of the exercise programme described in 4.b

No	Deliverables	Tasks/Activities	Indicative Duration
2	A report on ASEC Risks Management, Critical Processes and Business Impact Analysis	1. Review existing plans and systems related to risks management, disaster recovery, continuity planning, emergency preparedness and crisis management 2. Review identified critical risks from related projects (UN recommendations, RMS exercises, etc.) 3. Identify ASEC's key business functions and critical processes (e.g. Human Resource Management, Finance, Administration, and IT) 4. Conduct Business Impact Analysis 5. Finalize and submit BIA report [Milestone 2]	Month 2 - 3
3	Business continuity strategies and solutions	1. Identify strategies and solutions 2. Select strategies and solutions 3. Determine resource requirements to implement the selected business continuity solutions. 4. Develop implementation and maintenance plan 5. Present recommended BCM strategies and solutions to ASEC RMC [Milestone 3]	Month 4 – 5
4	Business continuity plans and procedures	Develop the BCPs and Procedures covering: 1. Response structure 2. Warning and communication 3. BCPs 4. Recovery plan 5. Present the complete BCPs to ASEC RMC [Milestone 4]	Month 5 - 6
5	ASEC BCM Operating Manual and trained BCM Teams.	1. Consolidate all outputs into ASEC BCM Operating Manual 2. Conduct a training programme 3. Train and coach BCM Teams to conduct exercise and testing BCMS 4. Provide executive briefing on BCM to RMC and Senior Management. 5. Together with BCM Team conduct awareness sessions for ASEC staff and communicate the BCM to all stakeholders 6. Submit completed ASEC BCM Operating Manual, Training Materials and Final Report [Milestone 5]	Month 6 - 7

No	Deliverables	Tasks/Activities	Indicative Duration

V. Reporting/Deliverables

The consultant is expected to produce reports and deliverables in accordance with Section 4 and 5 above. The timing of delivery is indicative and can be adjusted when the consultant's work plan is developed, subject to mutual agreement.

No.	Reports and Deliverables	Target Delivery Date
1	Inception Report	Week 4 of Month 1 (Milestone 1)
2	Business Impact Analysis Report	Week 4 of Month 3 (Milestone 2)
3	Business Continuity Strategies and Solutions	Week 4 of Month 5 (Milestone 3)
4	Business Continuity Plans and Procedures	Week 4 of Month 6 (Milestone 4)
5	BCMS Operating Manual, Training Materials and Final Report	Week 4 of Month 7 (Milestone 5)

All reports will be submitted to the Corporate Affairs Director, ASEAN Secretariat (with copy to ARISE+ Grant Manager).

VI. Project Management

The consultancy will be undertaken over a period of seven calendar months. Work will commence immediately after contract signing. The consultant will work under the supervision of Director of Corporate Affairs of ASEAN Secretariat. The project is funded by ARISE Plus Grant.

VII. Required Qualifications

The bidder/s should provide qualified consultants that meet the following requirements:

- a. Proven experience in developing BCM systems of international organisations, multinational corporations, and regional organisations similar to ASEAN Secretariat.
- b. Have hand-on experience in conducting organisation analytical assessments (risks assessment, operations assessment, key process identification and business impact analysis), and enterprise level security and/or project implementation.
- c. Have demonstrated experience to:
 - lead a company/organisation to set up BCMS in line with ISO 22301 standard including providing coaching and training in DRP and/BCP;
 - recommend sound BCM Strategies and Solutions; and
 - coordinate crisis management responses.
- d. Among the Project team, its core members must at least be equipped with the following:
 - A minimum of 15 years of experience in implementing BCMS;
 - Certified Business Continuity Management Professional by a professional institution or a similar organisation;
 - Certified Information Systems Security Professional by a professional institution or similar organisation; and

- Certified Risk and Information Systems Control Professional by a professional institution or similar organisation.
- e. All experts assigned for this project shall have good written and verbal English communication skills.
- f. Familiar with ASEAN and ASEAN Secretariat organisational set-up is an advantage. Although the Project Team is not required to have extensive knowledge on ASEAN and the work of the ASEAN Secretariat, it is, nevertheless, expected to have a fair degree of knowledge on ASEAN and the ASEAN Secretariat by the commencement of the project.
