



INTERNATIONAL INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE

Servers and Network Infrastructure Build and Management

TERMS OF REFERENCE

1. Project Goals

International IDEA wishes to reconfigure its information technology infrastructure to move from a local data centre to a combination of software-as-a-service and infrastructure-as-a-service, using cloud-based facilities. By making this move, IDEA intends to

- Provide the best applications, IT infrastructure and services
- Increase IT resilience, reduce risk, and increase security
- Regain control of IT infrastructure and services
- Lower costs

IDEA is seeking a service provider to accomplish the migration and to continue to manage the cloud-based data centre and the infrastructure in its Stockholm headquarters and many of its international offices.

2. Background

Headquarters (HQ) is served by commercial data centres in Stockholm operated by a contracted IT services firm. No file or application servers are located on premises. All HQ file and application servers are in the data centres. HQ is linked to the data centres by a direct connection over which a VLAN is configured. Access from HQ to the internet is through one of the data centres.

Other services in the local data centre include Citrix remote access services, an intranet, Web servers, Domain Name Service, Active Directory, backup and network management. IDEA's servers run Microsoft operating systems in VMware virtual machines.

Four international offices are connected to the data centres through Virtual Private Network (VPN) tunnels. The rest have standard internet access connections. Each of the four international offices has a domain controller and on-premises servers.

A diagram of the infrastructure is **provided upon request**, Annex 1 - IDEA IT Infrastructure Topology

Most of IDEA's applications are endpoint based, except for some client/server applications with servers in the local data centre and a few applications, such as Office 365, operating in the cloud. Idea wishes to replace its client/server applications with more cloud-based services. A project is currently underway to replace its Maconomy ERP system with a cloud-based alternative and to integrate the functionality of several standalone applications into the new ERP system. IDEA is currently using Office 365 almost entirely for Exchange Online, but it plans to make greater use of OneDrive for Business and SharePoint soon and other Office 365 applications later. An aspect of this project will be moving files from file shares in the local data centre to OneDrive for Business and SharePoint, with an intermediate step of hosting the files in a cloud-based infrastructure such as AWS or Azure until the files are reorganized for their eventual new hosts.

3. Objectives of the Assignment

IDEA seeks the services of a highly qualified service provider in the field of information technology with demonstrated experience in building, migrating and managing enterprise infrastructures. The services provided will address two clusters of migration and management, one focusing on the cloud-based server infrastructure and the other focusing on the cloud-managed network infrastructure. IDEA will accept proposals for either or both type of services.

4. Scope of Work

Cluster 1: - Data Centre and Server Management

Tasks in this group include:

1. Acquiring cloud-based infrastructure-as-service
2. Assigning a DNS provider
3. Providing directory services (Active Directory)
4. Configuring data backup with low but cost-effective RTOs and RPOs.
5. Migrating servers from the local data centre to the new hosting service
6. Implementing connectivity (VPN for HQ)
7. Ensuring business continuity for the hosted servers with failover less than 30 minutes.
8. Providing disaster recovery services
9. Manage the servers and services in the data centre on an ongoing basis

Cluster 2: - Network Management

Tasks in this group include:

1. Provision, deploy and configure headquarters network, firewalls, Wi-Fi access points using a cloud-managed solution, such as Meraki, Riverbed Xirrus or equivalents,
2. Provision and deploy networks, firewalls and Wi-Fi for Addis Ababa, Tunis and Hague offices, using a solution, such as Cisco Meraki or Riverbed Xirrus or equivalents, that provides cloud-based management and administration.

Below is a summary of data (Normal and PoE ports) and Access Points for 3 overseas and Stockholm office for initial setup. **NB: PoE ports in Addis are used for IP Telephony.**

| Office | Data (Normal) Ports | Data (PoE) | Wireless Access Points |
|-----------|---------------------|------------|------------------------|
| Addis | 64 | 60 | 5 |
| Tunis | 4 | 24 | 2 |
| Hague | 4 | 24 | 2 |
| Stockholm | 144 | 48 | 11 |

3. Provide ongoing network management and administration for the 4 offices (HQ, Addis Ababa, Hague and Tunis)
4. Design and implement the VPN connectivity from headquarters to the cloud data centre with appropriate redundancy.
5. Configure and manage Active Directory for headquarters
6. Configure and manage Azure AD for the international offices
7. Implement Microsoft Intune for upgrades, patches and inventory
8. Replace ADFS with AD Connect, with password synchronization with Office 365

9. Replace switches in overseas offices as they reach end of life
10. Provide ongoing tier-three helpdesk support including support for Office 365
Identify a cloud-based helpdesk solution to be used for ongoing services and by IDEA IT for tier-one and tier-two helpdesk services, to be purchased by IDEA.
11. Configure the helpdesk solution for use by all offices

Project Management

1. Provide as part of the proposal a schedule for implementation and management
2. Provide for regular project management meetings to measure progress and coordinate operations
3. Provide for detailed review of progress at agreed-upon milestones
4. Coordinate with any other vendors involved in the project, including the existing vendor and any other consultants, to ensure necessary connectivity and functionality. e.g. connectivity and directory services among the data Centre and the offices

Post implementation

- Provide as part of the proposal a schedule for ongoing management and maintenance
- Provide an estimate of ongoing costs, including labor, any licenses, and any other costs

Support from IDEA

- IDEA will provide the Consultant with:
 - Information about their existing operational processes and procedures that is required for understanding the infrastructure and its use
 - Information about the existing IT and related infrastructure and applications
 - Adequate time with the relevant personnel for meetings and discussion, subject to due notice
 - Reasonable space in IDEA's offices while working on this assignment.
- Any other data, service, facilities, etc. as mutually agreed

5. Timing and Work Plan

IDEA is envisaging to accomplish the migration in less than six months after service providers selection and contract signing. Tentatively, the engagement is expected to begin in September 2018.

The project is expected to take place in phases:

1. Preparation of the cloud-based infrastructure services
2. Connectivity to the services from the offices
 - a. Stockholm – Dual Links for redundancy/Load Balancing
 - b. Addis Ababa – Dual Links (VSAT & Terrestrial) for redundancy/Load Balancing
 - c. Tunis - Dual Links for redundancy/Load Balancing
 - d. Hague – Single Link
3. Beginning of ongoing management and helpdesk services
4. Migration of data, documents and applications from the existing servers to the cloud-based infrastructure services
5. Migration of some data and documents from the cloud-based infrastructure services to software-as-a-service, such as One Drive for Business and SharePoint

It is possible that migration of some data and applications to the data centre will not be necessary and that they will be migrated directly to software-as-a-service applications.

The Service provider in their proposal should detail the time investment and cost according to the scope of work and deliverable/reporting requirements. Monitoring and evaluation of the project

will be continuous and done by IDEA and designated representatives as defined in 'Management and Organisation' section below.

6. **Deliverables**

The Project Management Team (see section 7 below) will provide monitoring and evaluation of the project by evaluating reports and documents submitted by Service Provider and conducting additional testing as necessary. The deliverables include:

1. Project Management Plan
2. Detailed Project Plan and Timeline
3. Configuration Specification
4. Provider Recommendations
5. Documentation Format Definition and Process
6. Revised Detailed Project Plan based on Selected Providers
7. Data Centre, Network Management and/or Technical Support Service Plan and SLAs
8. Implementation Report and Acceptance Testing Plan
9. Documentation of Infrastructure Configuration and Operation

7. **Management and Organization**

The project will be governed as follows:

- Project Sponsor
- Project Management Team
- Service Provider Firm Project Leader
- Project Team(s)

Roles

Project Sponsor (PS)

The Project Sponsor, or his designated representatives, shall be the representative(s) of IDEA for the project. The Project Sponsor will be the liaison between the Project Management Team and IDEA's Management Committee (MC). He will communicate project status to MC, ensuring milestones are completed in a timely fashion, and providing the executive supervision of the employees assigned to the project. The Project Sponsor is expected to be IDEA's Information Technology Manager.

Project Management Team (PMT)

The Project Management Team shall consist of the Project Sponsor, any other IDEA employees or consultants designated by the Project Sponsor, the Project Leaders of any consulting firms awarded any of this project, and any other employees of the consulting firms designated by their Project Leaders. Key PMT responsibilities include the following:

- Provide vision and direction
- Approve the implementation schedule and project plan as well as all changes to the schedule and plan.
- Ensure human resource availability during project implementation.
- Monitor the progress of the project on a regular basis.
- Review deliverables at milestones for time, quality and accuracy to ensure progress and closure are achieved.
- Remove or mitigate obstacles which may impact the successful outcome of the project.

Project Team of Service Provider

Project Leader

The Service Provider Project Leader shall be a representative of each represented organization who is responsible for the successful execution of his/her firm's participation in the project.

Project Team

Each consultant firm shall have a project team whose members will complete the tasks assigned for their firm's participation in the project.