



## MOBILE TELECOMMUNICATIONS LIMITED

<b>TITLE OF TENDER</b>	<b>PROVISION OF BUSINESS CONTINUITY CONSULTANCY SERVICES TO MTC</b>
<b>TENDER NO:</b>	<b>MTC35/18/O</b>
<b>DATE ISSUED:</b>	06 <sup>th</sup> August 2018
<b>NON COMPULSORY BRIEFING MEETING</b>	13 <sup>th</sup> August 2018@ 15h30-16h30
<b>CLOSING DATE:</b>	17 <sup>th</sup> August 2018, 14;30
<b>TENDERER NAME</b>	
<b>TOTAL TENDER AMOUNT (EXCL. VAT)</b>	

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# PART A – TENDER INVITATION

## 1. INVITATION TO TENDER

MTC hereby invites offers:

<b>CLIENT:</b>	MOBILE TELECOMMUNICATIONS LIMITED (MTC)
<b>TENDER DESCRIPTION:</b>	<b>PROVISION OF BUSINESS CONTINUITY CONSULTANCY SERVICES TO MTC</b>
<b>TENDER NUMBER:</b>	MTC35/18/O
<b>CLOSING DATE</b>	17 <sup>th</sup> August 2018, 14:30
<b>ADDRESS TENDER TO:</b>	MTC Procurement, Manager Procurement
	Cnr Mose Tjitendero & Hamutenya Wanehepo Ndadi Street
	Olympia
	Windhoek, Namibia
<b>ALL INQUIRIES:</b>	Nghiidipaa Effaishe Manager Procurement Tel: +264 61 280 2019 Fax: +264 61 280 2057 Email: <a href="mailto:enghiidipaa@mtc.com.na">enghiidipaa@mtc.com.na</a>

## 2. TENDER FORMAT

1.1.1 Tender documents must be in a sealed package as follows:

1. One (1) original, clearly marked "ORIGINAL"
2. One (1) soft copy in email or CD

1.1.2 All documents must clearly be marked:

**MTC35/18/O- PROVISION OF BUSINESS CONTINUITY CONSULTANCY SERVICES TO MTC**

**ALL TENDER DOCUMENTS MUST BE DEPOSITED INSIDE THE MTC TENDER BOX AT THE RECEPTION OF MTC HEAD OFFICES IN OLYMPIA, MOSE TJITENDERO AND HAMUTENYA WANAHEPO NDADI STREETS.**

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## PART B – GENERAL TERMS AND CONDITIONS

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### 1. TENDER CONDITIONS

#### 1.1 DEFINITIONS

- 1.1.1 In this Request for Proposal (Tender), unless the context clearly indicates the contrary, the following interpretation will apply to the terms stated below:

“MTC” shall mean Mobile Telecommunications Limited

“RFP” shall mean Request for Proposal (Tender)

- 1.1.2 This Request for Proposal is not a contract, and does not create an obligation on MTC’s part to purchase services from any company submitting a proposal. MTC reserves the right to reject any or all proposals in its sole and absolute discretion

#### 1.2 TENDER INVITATION

MTC hereby invites offers from all relevant quantified companies to submit detailed technical and financial proposals to do business continuity consultancy services for MTC.

- 1.2.1 Appendix A – BEE Scorecard [This scorecard is not to be filled out, but to show the various elements that the company should be accredited by the Namibia Preferential Procurement Council (NPPC)]. The tenderer is required to approach the Namibia Preferential Procurement Council (NPPC), Telephone # 061 248 007 for accreditation and attach their accreditation certificate to the tender response.
- 1.2.2 Appendix B – Non Disclosure Agreement

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### 1.3 GENERAL TENDER CONDITIONS

- 1.3.1 All tender documents must be submitted before or on the closing date and time as indicated on the cover page, should be returned and deposited in the tender box at the entrance of MTC Headquarters, Olympia No late tenders will be considered
- 1.3.2 Every tender document page must be initialed
- 1.3.3 MTC is neither bound to accept the lowest of any Tender nor to assign any reason for acceptance or rejection of such Tender
- 1.3.4 MTC reserves the right to change these dates and any other dates that may appear in this RFP. Such changes will be communicated as soon as they are made.
- 1.3.5 Notifications to companies will be in writing to the designated liaison person nominated by the firm.
- 1.3.6 From the submissions an evaluation will be performed highlighting a short list
- 1.3.7 If deemed necessary, negotiations may be entered into with the short listed candidates.
- 1.3.8 Companies that wish to tender should examine this RFP carefully and review all instructions contained herein. Companies should follow the instructions so that MTC can easily evaluate and compare all proposals received.
- 1.3.9 All prices must be in NAD and exclusive of all taxes
- 1.3.10 MTC in its sole and absolute discretion reserves the right to:
- Reject any or all proposals, whether or not these instructions are followed
  - Reject any submissions not complying with the specified format
  - Award the contract based solely on a proposal received without entering into any further discussions.
  - Short list candidates
  - Not base the final decision solely on price.
- 1.3.11 No correspondence will be entered into should MTC decide to reject any proposals or to withdraw the RFP.
- 1.3.12 Each response must include a detailed discussion of each of the items below. Should responses not use the same heading and follow the same numbering as the RFP. MTC may automatically disqualify the company from the tender process.
- 1.3.13 BEE Scorecard (Appendix A). The tenderer is required to approach the Namibia Preferential Procurement Council (NPPC), Telephone # 061 248 007 for accreditation and attach their

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- accreditation certificate to the tender response. Tenders without this certificate maybe disqualified.
- 1.3.14 Additionally, or alternatively, the tenderer must provide certified copies of share certificates to prove their BEE shareholding credentials
- 1.3.15 The tenderer must submit the following document:
- 1.3.16 A certified copy of a valid Certificate of good standing for Tender purposes, issued by the Ministry of Finance: Inland Revenue.
- 1.3.17 A certified copy of a valid Affirmative action compliance certificate (Issued in terms of section 42 of the Affirmative Action Act (employment) Act 29 of 1998, as amended; or Letter from the employment Equity Commission (Letter should be on letter head, stamped and signed by the EEC).
- 1.3.18 A certified copy of Certificate of good standing with the Social Security Commission.
- 1.3.19 A certified copy of the Close Corporation Certificate (issued in terms of Act 26 of 1988) or Founding statement or any other Company Registration Certificate.
- 1.3.20 A certified copy of a valid Certificate of Registration as an SME, issued by the Ministry of Industrialization, Trade and SME development.
- 1.3.21 Original letter from the bank confirming the bank details (letter should be on letter head, stamped and signed by the bank official)
- 1.3.22 A valid BEE certificate issued by government BEE endorsed agency such a NPPC.
- 1.3.23 The shareholding structures and certificates of the main tenderer as well as of those of any company to be used to fulfil this tender either in partnership or subcontractor basis.
- 1.3.24 Should a non-Namibian company respond to this tender, and such a company shall make use of a Namibian company to fulfil the tender, then the Namibian company's shareholding certificates must be submitted as well as the portion of the tender to be allocated to the Namibian company.
- 1.3.25 Non-Disclosure Agreement (Appendix B). Each potential tenderer picking this tender document must sign the non-disclosure agreement with regard to the information contained herein or

- any other information exchanged between MTC and the potential tenderer with respect to this tender.
- 1.3.26 MTC will make its decision based on the quality of the information contained in the proposal and no opportunity will exist for any company to enhance such information after closing date and time of the tender.
- 1.3.27 It is important to clearly note down any assumptions made in the proposal so that each proposal may be evaluated fairly against all other submissions.
- 1.3.28 This RFP outlines the requirements of MTC and the process to be followed by the prospective Tenderers in submitting a response.
- 1.3.29 Companies should provide a list of previous or current clients they served with similar projects. MTC reserves the right to contact any clients referenced
- 1.3.30 MTC reserves the right to exclude certain persons and legal entities in the event of poor performance; the tender offering or attempting to offer any bribe, promised a bribe, or any

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- other consideration to any MTC employee involved with this tender or the tenderer has acted fraudulently and or in bad faith.
- 1.3.31 Any restriction imposed upon any such tenderer shall also apply to any other enterprise under the same or different name with which the person, firm or company is actively associated.
- 1.3.32 MTC in its sole and absolute discretion reserves the right to:
- 1.3.33 Reject any or all proposals, whether or not these instructions are followed
- 1.3.34 Reject any submissions not complying with the specified format
- 1.3.35 Award the contract based solely on a proposal received without entering into any further discussions.
- 1.3.36 Short list candidates
- 1.3.37 Not base the final decision solely on price.
- 1.3.38 No correspondence will be entered into should MTC decide to reject any proposals or to withdraw the RFP.
- 1.3.39 Each response must include a detailed discussion of each of the items below. Should responses not use the same heading and follow the same numbering as the RFP. MTC may automatically disqualify the company from the tender process.
- 1.3.40 MTC will make its decision based on the quality of the information contained in the proposal and no opportunity will exist for any company to enhance such information after closing date and time of the tender.
- 1.3.41 It is important to clearly note down any assumptions made in the proposal so that each proposal may be evaluated fairly against all other submissions.
- 1.3.42 This RFP outlines the requirements of MTC and the process to be followed by the prospective Tenderers in submitting a response.
- 1.3.43 Companies should provide a list of previous or current clients they served with similar projects. MTC reserves the right to contact any clients referenced
- 1.3.44 MTC reserves the right to exclude certain persons and legal entities in the event of poor performance; the tender offering or attempting to offer any bribe, promised a bribe, or any other consideration to any MTC employee involved with this tender or the tenderer has acted fraudulently and or in bad faith.
- 1.3.45 Any restriction imposed upon any such tenderer shall also apply to any other enterprise under the same or different name with which the person, firm or company is actively associated.
- 1.3.46 MTC may accept any tender in part or wholly with no obligation to explanation whatsoever.



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## 1.4 GENERAL EVALUATION CRITERIA

1.4.1 Proposals will be evaluated by MTC using criteria in the RFP and as per the relevant questions asked. These categories are not necessarily listed in order of importance:

- Price competitiveness, including any price discount provided in the proposal.
- Project completion schedules and lead times proposed.
- Warrantee conditions and handling of claims.
- Availability of references from other customers and reputation of tenderer.
- Availability of infrastructure for after sales support, both local and international
- Compliance with local and international standards.
- Certification and accreditations
- Value added to MTC

1.4.2 The financial condition and trading record of the tenderer (Company profile, Latest financial statements of tenderer etc)

1.4.3 Tenderer degree of conformance to the Black Economic Empowerment Policy (A certificate from NPPC should be submitted to prove the BEE credential)

- Alternatively, shareholder names and certificates must be attached.
- Small and medium enterprises (SME's) must submit their SME certificates issued by the Ministry of Trade and Industry.

1.4.4 The tenderer shall ensure that sufficient supporting documentation and information is supplied in his proposal to enable MTC to evaluate the proposal in respect of each of the abovementioned criteria.

1.4.5 As per the Communications Regulatory Authority of Namibia: Regulations in respect of Type approval and Technical Standards for Telecommunications Equipment, gazetted in the Government Gazette # 5659, General Notice # 22, the tenderer supplying equipment subjected to this regulation must ensure that all documentations required are obtained from the Regulator before importation. Failure to do so may lead to equipment being confiscated by Customs at the supplier's risk, and MTC hereby distances itself from any confiscated equipment.

## 1.5 SUMMARY OF DEADLINES

ACTION	DUE DATE
Tender documents availability	6 <sup>th</sup> August 2018
Non-compulsory briefing meeting	13 <sup>th</sup> August 2018@ 15h30-16h30
Submissions of questions	15 <sup>th</sup> August 2018
MTC response to questions	16 <sup>th</sup> August 2018
Tender closing date	17 <sup>th</sup> August 2018, 14:30

## 1.6 QUESTIONS & ANSWERS

- 1.6.1 If required, companies may submit questions via email to the following e-mail address: [tenders@mtc.com.na](mailto:tenders@mtc.com.na) on or before the 15<sup>th</sup> August 2018.
- 1.6.2 All questions and answers thereto will be uploaded on the website by the 16<sup>th</sup> August 2018.
- 1.6.3 Communication between MTC and prospective companies, for the duration of this RFP, must only be through Ms E. Nghiidipaa @ 061 280 2019 or [enghiidipaa@mtc.com.na](mailto:enghiidipaa@mtc.com.na). No direct communication or contact with any other party at MTC is permissible. Any such breach may disqualify the company.

## 1.7 TENDERER'S DESIGNATED LIASON

- 1.7.1 Companies must select a single designated contact person, through whom all communications between MTC and the company will take place:

Contact Name	
Designation	
Telephone	
Fax	
Email	
Signature	

## 1.8 REFERENCE LIST

Item	Company Name	Contact Person	Contact Details	Year of Service
1				
2				
3				
4				
5				

## 1.9 SUCCESSFUL TENDERER'S PERFORMANCE MANAGEMENT

1.9.1 The successful tenderer/s are subjected to annual performance reviews to be completed by the respective MTC representative or Procurement Officer responsible for the purchase. The review will be done at intervals to be decided upon by the Procurement department.

1.9.2 The performance reviews will amongst others cover the following issues:

- **RELIABILITY:** How reliably do you follow through on your commitments to MTC?
- **COST:** How closely did your final total costs correspond to your expectations at the beginning of the transaction?
- **ORDER ACCURACY:** How well did the product/service delivered matched your order specifications and quantity?
- **DELIVERY/TIMELINESS:** How satisfied is the appraiser about the timeliness of the product/service delivery?
- **QUALITY:** How satisfied is the appraiser about the quality of the product/service provided by your company?
- **DOCUMENTATION ACCURACY:** Does your company present its all and correct documents with its deliveries
- **PERSONNEL:** How satisfied is the appraiser about the attitude, courtesy, and professionalism of your company's staff?
- **CUSTOMER SUPPORT:** How satisfied is the appraiser about the customer support she/he received from your company?
- **RESPONSIVENESS:** How responsive is your company to information requests, issues, or problems that arose in the course of the transaction?

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## 2. DECLARATION OF INTEREST FORM

**Any deliberate omission in this declaration or the supplying of false information will be regarded in a serious light and may lead to an investigation and disqualification of the tender process.**

Tenderer Name:

Tender #:

Description of Tender:

### RELATION TO MTC EMPLOYEES/ MANAGEMENT/ DIRECTORS

I herewith declare that I have/am related – i.e. spouse (also fiancé or boyfriend/ girlfriend), parent, child, any other relation with the following MTC Employee(s)/ Member(s) of Management/ Board of Directors: \*

1. \_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_

4. \_\_\_\_\_  
\_\_\_\_\_

5. \_\_\_\_\_  
\_\_\_\_\_

6. \_\_\_\_\_  
\_\_\_\_\_

### CONFIRMATION OF FACTUAL INFORMATION

I confirm by signing this declaration that, to the best of my knowledge, the statements made above are factual and accurate and that I have taken note of all the sections. \*

Full Name:	Signature:	Date:
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\* Please initial in each box where applicable.

## PART C – PROJECT SPECIFIC TERMS OF REFERENCE

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### 3. INTRODUCTION

This Request for Proposal (RFP) document outlines the requirements for Mobile Telecommunications Limited (MTC) for selection of a consulting company to assist MTC in formulation and implementation of a Business Continuity Management (BCM) programme in accordance with ISO 22301.

### 4. BACKGROUND

MTC is a mobile telecommunications company in Namibia providing mainly cellular access and others. It is the largest mobile operator in Namibia with over two million active subscribers. MTC was established in 1994.

MTC is seeking a partner that will provide consultancy services to for setting up and managing an effective Business Continuity Management System in order to improve its organizational resilience against the disruption of its ability to achieve its key objective.

### 5. OBJECTIVES

MTC is a company that's managed on sound corporate business principles and as such, its business processes already conform to BMS under ISO 9001. It is MTC's aspiration to also attain conformity to ISO 22301 for Business Continuity in order to protect against, reduce the likelihood of, and ensure its business recovers from disruptive incidents.

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## 6. SUCCESSFUL BIDDER IS REQUIRED:

6.1.1 The successful bidder shall be required amongst others, must submit on:-

- Plan the BCMS Business continuity objectives and plans to achieve them,
- Define Organizational roles, responsibilities and authorities,
- Define and document the BCMS scope appropriate for MTC,
- Define the boundaries of the scope and explain exclusions,
- Draft a scope statement,
- Refine the existing Business Continuity Policy (BCP)
- Business Impact Analysis
- Compile the RTO and RPO
- Risk Assessment
- Disaster Recovery Plan
- Crisis Management Framework
- Communication Framework
- Emergency Response Plan
- Internal and External Communication strategy
- BCM Awareness and Training Program
- Exercising and Testing plans
- Propose a course of continual improvement
- Management review
- Legal and regulatory compliance
- Establish and implement business continuity procedures
- Performance Evaluation procedures
- Technology Disaster Recovery and Backup Plan
- Documentation
- Propose a Business Continuity Plan
- The Successful Bidder shall provide input for the safety and security measures pertaining to staff in the event of a disaster/crisis,
- Define the structure for operationalizing the BCM Strategy
- The Successful Bidder shall have to recommend measures for the restoration of MTC's critical applications and core business processes and functions

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## 7. SCOPE OF REQUIREMENTS AND DELIVERABLES

- .1 Understand the organization's needs and necessity for establishing BCM policy and objective,
- .2 Define the purpose of the BCMS in MTC

### 7.2 ASSIST TO IDENTIFY AND DOCUMENT THE FOLLOWING:

- 7.2.1 The Successful Bidder shall assess and evaluate the existing policy framework for conformity to ISO 22301 and relevancy to our operations,
- 7.2.2 The Successful Bidder shall evaluate the effectiveness and maturity level of the processes in place within the organization,
- 7.2.3 The Successful Bidder shall have to understand the organization and its context,
  - .1 Vision, Mission, Objectives, Values and Strategies of MTC,
  - .2 Analyse the external and internal environment,
  - .3 Identify key processes and activities,
  - .4 Identify key parameters,
  - .5 Identify key Infrastructure,
  - .6 Identify and analyse interdependence and interested parties,
  - .7 Identify and analyse the business requirements,
  - .8 Identify current level of compliance to the requirements of the standard and analyse the gap,
  - .9 MTC's activities, functions, services, products, partnerships, supply chains, relationships with interested parties, and the potential impact related to a disruptive incident;
  - .10 Links between the business continuity policy and the organization's objectives and other policies, including its overall existing risk management strategy;
  - .11 Ensure that the BCMS objectives are aligned with the business objectives of MTC,
- 7.2.4 The Successful Bidder shall define the applicable legal framework, contracts and signed agreements,
- 7.2.5 The Successful Bidder shall assist in establishing internal and external communication and reporting mechanism with internal/external stakeholders
- 7.2.6 The Successful Bidder shall establish operational controls and measures for managing an organization's overall capability to manage disruptive incidents,
- 7.2.7 The Successful Bidder shall ensure all documents are updated and finalized for safe keeping and updating as necessary.
- 7.2.8 The Successful Bidder shall ensure that BCM arrangements are ongoing and subject to regular reviews, audits and exercises.
- 7.2.9 The Successful Bidder shall recommend continual improvements based on objective measurements,

### 7.3 THE BROAD SCOPE OF WORK WOULD BE AS UNDER:

- 7.3.1 Locations to be covered:
  - MTC Head Office departments in Olympia and Data Center,
  - Prosperita Offices, Warehouse and Data Center,
  - Numerous Sales Office across Windhoek and Regional Sales Offices and
  - Technical Presence across the country, i.e. Base Station Controller (BSC) Base Transceiver Station (BTS), Transmission links, Point of Presence (PoP), etc.

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**7.4 BCM PROGRAMME DESIGN AND IMPLEMENTATION**

- 7.4.1 Scope of BCM: The Successful Bidder needs to list departments and processes to be covered and document the same based on inputs from the MTC
- 7.4.2 BCM Governance Structure: Review existing BCM Governance structure and recommend improvements
- 7.4.3 The Successful Bidder shall aid in setting up all BCM Structures, e.g. BCM Office and Business Continuity Committee (BCC).
- 7.4.4 BCM Programme Plan: Consultancy should prepare a detailed programme plan including escalation matrix and status reporting formats
- 7.4.5 Business Continuity Policy: Consultancy should review MTC's draft BC Policy and suggest improvements to make it a comprehensive and robust document,
- 7.4.6 BCM software: Consultancy may recommend use of BCM software for implementing the BCM programme.

**7.5 BCM STRATEGIES AND BUSINESS CONTINUITY PLANS**

- 7.5.1 The Successful Bidder shall supervise MTC BCM to conduct BIA for at least two (2) departments in the locations mentioned in the Scope of Work.
- 7.5.2 The Successful Bidder shall conduct an interdependency analysis of the processes documented in the BIA to identify additional critical processes.
- 7.5.3 The Successful Bidder shall compile a Business Impact Analysis, through financial/non-financial, RTO, RPO, etc.
- 7.5.4 The Successful Bidder shall conduct a BIA pilot run with 2 departments in Windhoek that are approved by the MTC BCM Team,
- 7.5.5 Consultancy shall create an independent BIA documents for each department and signoff should be obtained from Head of each department. In case of any delay the matter should be escalated to MTC BCM Team for resolution.
- 7.5.6 Consultancy should create a project plan for conducting BIA for each department in the locations mentioned in the Scope of Work (Point 1) that MTC BCM have to approve.



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**7.6 RISK ASSESSMENT**

- 7.6.1 The Successful Bidder shall assess MTC's Risk Appetite
  - .1 Define Risk Assessment Methodology: The Successful Bidder shall define and document the Risk Assessment (RA) Methodology for identifying Business Continuity risks,
  - .2 Identify risks of disruption to the organization's prioritized activities and processes, systems, people, assets and other resources that support MTC,
  - .3 The Successful Bidder should conduct a detailed RA across all critical processes identified during BIA,
  - .4 To expedite the process, Consultancy should to the extent feasible leverage upon existing Risk Management practices, Risk Registers and note Business Continuity risks identified, if any
  - .5 The Successful Bidder shall provide and present the RA report to MTC BCC
- 7.6.2 The Successful Bidder shall assist in designing the framework for managing the risk, identification, assessment, analysis, evaluation, treatment, monitoring, review and recording,
- 7.6.3 The Successful Bidder shall recommend remedial measures to minimise the occurrence of disruptions as well as to mitigate the impact of such events, if they do occur,
- 7.6.4 The Successful Bidder shall gather the necessary information to plan the BCMS implementation,
- 7.6.5 The Successful Bidder shall assess MTC preparedness towards the major threats, disruptions and trends, as well as propose concrete measures on how best to mitigate these,
- 7.6.6 The successful Bidder shall identify treatments commensurate with business continuity objectives and in accordance with the organizations risk appetite.

**BUSINESS IMPACT ANALYSIS**

- 7.6.7 Identify prioritized activities that support the provision of products and services within MTC,
- 7.6.8 Assess the impact over time of not performing these activities,
- 7.6.9 Identify dependencies and supporting resources for these activities, including suppliers outsource partners and other relevant interested parties,
- 7.6.10 The successful Bidder shall identify the impacts resulting from possible disruptions and disaster scenarios that can affect the capability of MTC to continue accomplishing its mission,
- 7.6.11 Identify MTC's prioritized activities and their dependencies and single point of failure,
- 7.6.12 Set clear Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for the business continuity of each critical activity,
- 7.6.13 Based on BIA and RA results, Consultancy shall define and document the BCM Strategy to be considered
- 7.6.14 The strategy should provide recovery options and cost benefit analysis of each option for consideration by MTC BCC
- 7.6.15 The options should be presented to MTC BCC and signoff should be obtained on agreed BCM Strategy.
- 7.6.16 The Successful Bidder shall define the Crisis Management Framework and
- 7.6.17 Emergency Response Framework including teams, roles, responsibilities,
- 7.6.18 Incident response structure, Warning and communication recovery and procedures for each team
- 7.6.19 A Summary of resources and infrastructure required for all Departments to implement their BCM strategy, as derived from the BIAs, should be presented to MTC BCM Team.

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**7.7 BCM AWARENESS**

- 7.7.1 The Successful Bidder should create a detailed BCM Awareness plan, covering awareness sessions for the following target Stakeholders in MTC:
- .1 Board of Directors
  - .2 Executive Committee
  - .3 Middle Management
  - .4 BCM Team
  - .5 BCM Nodal Officers/Department BCM Coordinators
  - .6 General Staff of MTC
  - .7 External stakeholders
- 7.7.2 The Consultancy should propose automated solutions for periodic awareness and evaluation of general staff,
- 7.7.3 Consultancy should recommend and design innovative methods to spread BCM Awareness.

**BCM COMMUNICATION STRATEGY**

- 7.7.4 The consultancy shall take into consideration the:-
- BIA,
  - Risk Assessment report,
  - organizational structure,
  - BC Policy
  - BC Plan(s)
  - and evaluate the existing communication plan to establish the communications objectives through:
    - Identifying interested parties,
    - Planning communication activities,
    - Performing a communication activity
- 7.7.5 Propose a refined communication strategy and plan.

**7.8 BUSINESS CONTINUITY PLANS (BCP)**

- 7.8.1 Consultancy should define and document detailed plan and procedures for all business functions and locations included in the scope. These should include both an organization level BCP as well as department level BCPs.
- 7.8.2 Plans and procedures should include but not be limited to Invocation Plan, Crisis Management Plan, Call Trees, etc.
- 7.8.3 Consultancy should recommend use of automation tools like BCM software, automated notification systems etc. for effective Business Continuity response.

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## 7.9 BCM CONTINOUAL IMPROVEMENTS

- 7.9.1 The Successful Bidder shall have to identify and react to the Non-conformity and as applicable take action to control and correct it and deal with the consequences.
- 7.9.2 The Successful Bidder shall have to evaluate the need to eliminate the causes of non-conformity in order to that it does not recur or occur elsewhere,

## 7.10 BCM HUMAN CAPITAL

- 7.10.1 The Successful Bidder shall assess the MTC Human Capital Preparedness in the event of a:
- Pandemic,
  - Natural Catastrophes,
  - Business Operations Disruptions,
- 7.10.2 And suggest measures to be embedded by MTC to ensure business continuity.

## 7.11 TECHNOLOGY DISASTER RECOVERY REVIEW

- 7.11.1 Current readiness of technology disaster recovery setup:
- The Successful Bidder should assess the readiness of the current Technology Disaster Recovery Setup and determine if it meets the requirements identified in the BIA.
  - The Successful Bidder should propose improvements for any gap identified.
  - The Successful Bidder should review the Technology Disaster Recovery Plan and ascertain if it is comprehensive to meet real DR invocation. Any gaps found in the DR Plan that fall short of insuring Business Continuity should be discussed and briefed to the MTC BCM Team.
  - The Successful Bidder should review last 3 DR Drill Reports and suggest areas of improvement, if any.

## 7.12 BCM MAINTENANCE

- 7.12.1 Define BCMS Maintenance Framework: Consultancy shall develop the maintenance framework for BCM. This should include maintenance schedules for all components of the BCM programme including general as per ISO 22301.

**7.13 BCM TESTING AND EXERCISING**

- 7.13.1 Consultant shall liaise with MTC BCM Office to utilize the BIA, Risk Assessment, Roles and Responsibilities as well as the BC Plan and procedures in operations to:
- 7.13.2 Define the exercise and strategy
- 7.13.3 Compile a exercise and test scenarios
- 7.13.4 Create the exercise and test plan
- 7.13.5 Propose exercise and test schedule
- 7.13.6 Determine exercises and test objectives
- 7.13.7 Conduct at least one test for the as-Is operational situations
- 7.13.8 Evaluate the exercises and test activity
- 7.13.9 Compile a Exercise/Test report
- 7.13.10 Provide Exercises/Tests

**7.14 CONTINUAL IMPROVEMENTS**

- 7.14.1 Identify what to address and present conditions (non-conformance),
- 7.14.2 Identify the present processes and controls (root cause),
- 7.14.3 Determine what changes to be made,
- 7.14.4 Propose measures to ensure maintenance and improvements of the BCMS,
- 7.14.5 Continual update of the documentation and records,
- 7.14.6 Assure continual relevance of the BCMS to the organization's business objectives or updating the process

**EXPECTED DELIVERABLES:**

- 7.14.7 BC Plan that shall encompass primarily but limited to the following, i.e. the consultancy is encouraged to propose other relevant BCMS components:
- .1 Plan Overview,
  - .2 Accountability, Responsibilities and Authority,
  - .3 Notification, Invocation and escalation,
  - .4 BCM Team,
  - .5 Contacts,
  - .6 Task Checklist and aide memoires,
  - .7 Supporting Information,
  - .8 Critical Business Activities,
  - .9 Recovery site(s) location recommendation,
  - .10 Recovery Resource Profile
  - .11 Form Templates.
- 7.14.8 Plans
- .1 Business Continuity Plan,
  - .2 Incident Response Plan,
  - .3 Emergency Response Plan,
  - .4 Crisis Management Plan,
  - .5 Recovery Plan,
  - .6 Restoration Plan,
  - .7 Communication Plan,
  - .8 Training and Awareness Plan,
  - .9 Testing and Exercising Plan,
  - .10 Management Review Plan.
- 7.14.9 Report on identified gaps

**8. ELIGIBILITY CRITERIA**

- 8.1.1 The Consultant is required to meet the following eligibility criteria and provide adequate documentary evidence for each of the criteria stipulated below:

Criteria	Supporting Documents
The bidder should never have been blacklisted/ barred/ disqualified by any regulator/ statutory body.	The bidder should provide an undertaking for the same
The bidder should have undertaken a similar work of providing a BCMS	The bidder should provide clientele certificates, references or contracts indicating the scope of projects as implemented.