



**EASTERN CARIBBEAN TELECOMMUNICATIONS AUTHORITY
(ECTEL)**

REQUEST FOR PROPOSALS

Title of Consulting Services: *Development of Business Continuity Plan*

Dated 23rd August 2022

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Section 1. Letter of Invitation

Section 1. Letter of Invitation

Gros Islet, Saint Lucia
22nd August 2022

Dear Consultant,

The Eastern Caribbean Telecommunications Authority (ECTEL) invites proposals to provide the following consulting services: **Development of Business Continuity Plan – ECTEL Directorate.**

Proposals must be submitted to the Managing Director (Ag.) of ECTEL at the address below by 4:30 p.m. Saint Lucia time on **20th September 2022**:

The Managing Director (Ag.)
Eastern Caribbean Telecommunications Authority (ECTEL)
Level 5, Baywalk Mall
P. O. Box BW395
Gros Islet, LC01 601
Saint Lucia

Tel: 1758-458-1701
Fax: 1758-458-1698
Email: procurement@ectel.int
Website: www.ectel.int

A Consultant will be selected based on the quality and cost of the proposal described in this Request for Proposal (RFP).

The RFP includes the following documents:
Section 1 - Letter of Invitation
Section 2 - Instructions to Consultants
Section 3 - Technical Proposal - Standard Forms
Section 4 - Financial Proposal - Standard Forms
Section 5 - Terms of Reference

Yours sincerely,

.....
Cheryl Fontenelle
Managing Director (Ag.)

Section 2. Instructions to Consultants

1. Introduction
 - 1.1 ECTEL will select a Consultant (the Consultant) from those submitting proposals in response to the Request for Proposal (RFP).
 - 1.2 Consultants are invited to submit a proposal composed of a Simplified Technical Proposal and a Financial Proposal for the consulting services. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant.
 - 1.3 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. ECTEL is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.
- Conflict of Interest
 - 1.4 ECTEL requires that Consultants provide professional, objective, and impartial advice, and at all times hold ECTEL's interests paramount; strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.
 - 1.4.1 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of ECTEL, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of the Contract.
- Only one Proposal
 - 1.5 Consultants must only submit one (1) proposal. If a Consultant submits or participates in more than one (1) proposal, such proposals shall be disqualified.
- Proposal Validity
 - 1.6 Consultants' proposals must remain valid for sixty (60) days after the submission date. During this period, Consultants shall maintain the availability of professional staff nominated in the Proposal. ECTEL will endeavour to complete negotiations within this period. Should

Section 2. Instructions to Consultants

the need arise, however, ECTEL may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall either confirm that they maintain the availability of the professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for the contract award. Consultants who do not agree have the right to refuse to extend the validity of their proposals.

2. Clarification and Amendment of RFP Documents

 - 2.1 Consultants may request a clarification of any of the RFP documents up to five (5) days before the proposal submission date. Any request for clarification must be sent in writing, by standard electronic means to The Managing Director (Ag). of ECTEL at procurement@ectel.int. ECTEL will respond in writing, by standard electronic means, and will send written copies of the response (including an explanation of the query, but without identifying the source of inquiry) to all Consultants. Should ECTEL deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure outlined in paragraph 2.2.
 - 2.2 At any time before the submission of proposals, ECTEL may amend the RFP by issuing an addendum in writing, by standard electronic means. The addendum shall be sent to all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their proposals, ECTEL may, if the amendment is substantial, extend the deadline for the submission of proposals.
3. Preparations of Proposals

 - 3.1 The Proposals (see paragraph 1.2), as well as all related correspondence exchange by the Consultants and ECTEL, shall be written in the English language.

Section 2. Instructions to Consultants

In preparing their proposals, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a proposal.

- | | |
|---|---|
| Technical Proposal
Format and Content | 3.2 The Simplified Technical Proposal shall provide the brief description of the approach, methodology and work plan for performing the assignment and it should include the curriculum vitae of the proposed staff who will undertake the assignment. The Technical Proposal shall be submitted using the forms attached in Section 3. |
| Financial Proposals | 3.3 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non-responsive.

3.5 The Financial Proposal shall be prepared using the Standard Forms attached in Section 4. It shall list all costs associated with the assignment, including (a) remuneration for staff and (b) reimbursable expenses. If appropriate, these costs should be broken down by activity, and if appropriate, into foreign and local expenditures. All activities in the Technical Proposal shall be assumed to be included in the final prices of the Financial Proposal. |
| Taxes | 3.6 The Consultant may be subject to local taxes (Such as: value added or sales tax, social charges or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by ECTEL under the Contract.

3.7 Consultants must express the price of their services inclusive of all taxes in Eastern Caribbean Dollars. |
| 4. Submission,
Receipt, and
Opening of
Proposals | 4.1 The original proposal (Technical Proposal and Financial Proposal) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4. |

Section 2. Instructions to Consultants

- 4.2 An authorised representative of the Consultants shall initial all pages of the original Technical and Financial Proposals.
- 4.3 The Technical Proposal shall be marked “Original” or “Copy” as appropriate. The Technical Proposals shall be sent to the addresses referred to in para. 4.5 and in the number of copies as follows:

Consultants must submit the original and two (2) copies of the Technical Proposal, and the original of the Financial Proposal.

All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.

- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked “TECHNICAL PROPOSAL” and should include the Consultant’s name. Similarly, the original Financial Proposal shall be placed in a sealed envelope clearly marked “FINANCIAL PROPOSAL” followed by the name of the assignment, and with a warning “DO NOT OPEN WITH THE TECHNICAL PROPOSAL”, and should include the Consultant’s name. The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, “DO NOT OPEN, EXCEPT IN PRESENCE OF THE OFFICIAL APPOINTED, BEFORE [insert the date of the submission deadline]”. ECTEL shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be the case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive and it will be rejected.

Section 2. Instructions to Consultants

- 4.5 The Proposals must be received by ECTEL no later than 20th September 2022, at 4:30 p.m. Saint Lucia time at the following address:

The Manager Director (Ag.)
Eastern Caribbean Telecommunications Authority
(ECTEL)
Level 5, Baywalk
P. O. Box BW395
Rodney Bay
Gros Islet, LC01 601 Saint
Lucia

Any proposal received by ECTEL after the deadline for submission shall be returned unopened.

A Consultant may withdraw its proposal at any time after the proposal's submission, provided that signed written notice of the withdrawal is received by ECTEL prior to the closing date.

No proposal may be modified after the closing date for submission of proposals, unless ECTEL has issued an amendment to the RFP.

- 4.6 ECTEL shall open the Technical Proposals immediately after the deadline for their submission. The envelopes with the Financial Proposals shall remain sealed and securely stored.

5. Proposal Evaluation

- 5.1 From the time the proposals are opened to the time the Contract is awarded, Consultants should not contact ECTEL on any matter related to their proposal. Any effort by Consultants to influence ECTEL in the examination, evaluation, ranking of proposals, and recommendation for award of Contract may result in the rejection of the Consultants' Proposal.

Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

Section 2. Instructions to Consultants

5.2 The Evaluation Committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub criteria, and point system specified below. Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference, or if it fails to achieve the minimum technical score of seventy- five (75) points.

Criteria, sub-criteria, and point system for the evaluation of full Technical Proposals are:

	Points
(i) Specific experience of the Consultants relevant to the assignment:	10
Total points for criterion (i):	10
(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:	
a) Technical approach and methodology	30
b) Work plan	15
c) Organisation and staffing	5
Total points for criterion (ii):	50
(iii) Key professional staff qualifications and competence for the assignment:	
a) Qualifications relevant to the job	10
b) Experience and expertise in key areas of BCP development	20
c) Knowledge transfer/training skills	5
Total points for criterion (iii):	35
The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three sub-criteria and relevant percentage weights:	
1) General qualifications	30%
2) Adequacy for the assignment	60%
3) Experience in the Caribbean region	10%
Total weight	100%
(iv) Value added Services	5
Total Points for the four criteria	100

Opening and
Evaluation of
Financial
Proposals

5.3 After the technical evaluation is completed, ECTEL shall inform the Consultants who have submitted proposals, of the technical scores obtained by their Technical Proposals, and shall notify those Consultants whose Proposals (a) did not meet the minimum qualifying mark, or (b) were considered non-responsive to the RFP and TOR that their Financial Proposals will be returned unopened after completing the selection process.

5.4 The Financial Proposals of the Consultants who met the minimum qualifying mark will be inspected to confirm that they have remained sealed and unopened.

5.5 The Financial Proposals of the Consultants who met the minimum qualifying mark shall be opened and the total price recorded. The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of a discrepancy between a partial amount and the total amount, or between word and figures, the former will prevail.

5.6 The lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as follows:

The formula for determining the financial scores is the following:

$Sf = 100 \times Fm / F$, in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration.

The weights given to the Technical and Financial Proposals are:

T = 0.8, and

P = 0.2

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal = 0.8; P = the weight given to the Financial Proposal = 0.2; (T + P = 1). $S = St \times T\% + Sf \times P\%$. The firm achieving the highest combined technical and financial score will be invited for negotiations.

Section 2. Instructions to Consultants

6. Negotiations 6.1

Negotiations will be held on a date to be agreed to by ECTEL and the selected Consultant. The Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in ECTEL proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.

Section 2. Instructions to Consultants

- Technical Negotiations
- 6.2 Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organisation and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. ECTEL and the Consultant will finalise the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as “Description of Services”. Special attention will be paid to clearly defining the inputs and facilities required from ECTEL to ensure satisfactory implementation of the assignment. ECTEL shall prepare minutes of negotiations, which will be signed by ECTEL and the Consultant.
- Financial Negotiations
- 6.3 If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm’s tax liability in Saint Lucia, and the manner in which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services.
- Availability of Professional staff/experts
- 6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, ECTEL expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, ECTEL will require assurances that the Professional staff will be available. ECTEL will not consider substitutions during contract negotiations, unless both parties agree that undue delay in the selection process makes such substitution unavoidable, or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period specified in the letter of invitation to negotiate.

Section 2. Instructions to Consultants

- Conclusion of the Negotiations
- 6.5 Negotiations will conclude with a review of the draft Contract. To complete negotiations ECTEL and the Consultant will initial the agreed Contract. If negotiations fail, ECTEL will invite the Consultant whose Proposal received the second highest score to negotiate a Contract.
7. Award of Contract
- 7.1 After completing negotiations, ECTEL shall award the Contract to the selected Consultant and promptly notify all Consultants who submitted proposals.
8. Confidentiality
- 8.1 Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the proposals, or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process, may result in the rejection of its proposal.

Section 3. Simplified Technical Proposal – Standard Form

Section 3. Simplified Technical Proposal – Standard Form

TECH-1 Technical Proposal Submission Form

TECH-2 Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client

TECH-3 Description of the Approach, Methodology and Work Plan for Performing the Assignment

TECH-4 Curriculum Vitae (CV) for Proposed Professional Staff/Consultant

TECH-5 Work Schedule

Section 3. Simplified Technical Proposal – Standard Form

FORM TECH-1 TECHNICAL Proposal Submission Form

[Location, Date]

To:

Managing Director (Ag.)
Eastern Caribbean Telecommunications Authority (ECTEL) Level 5,
Baywalk Mall
P. O. Box BW395 Gros
Islet, LC01 601 Saint
Lucia

Dear Sir,

We, the undersigned, offer to provide the consulting services for the Development of a Business Continuity Plan – ECTEL Directorate in accordance with your Request for Proposal dated xxxx xx 2022 and our Proposal. We are hereby submitting our Proposal, which includes a Technical Proposal and a Financial Proposal, in separate sealed envelopes.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of our Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than [Insert Date.]

We understand that you are not bound to accept any proposal you receive. Yours sincerely,

Authorised Signature

(In full and initials)

Name and Title of Signatory:

Name of Firm:

Email Address:

FORM TECH-2 COMMENTS and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client

A - On the Terms of Reference

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point and incorporated in your Proposal.]

B - On Counterpart Staff and Facilities

[Comment here on counterpart staff and facilities to be provided by the Client according to Terms of Reference including administrative support, office space, local transportation, equipment, data, etc.]

FORM TECH-3 Description of Approach, Methodology and Work Plan for Performing the Assignment

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (maximum of five (5) pages, inclusive of charts and diagrams) divided into the following chapters:

- *Technical Approach and Methodology*
 - *Work Plan*
- a) *Technical Approach and Methodology. Explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output.*
- b) *Work Plan. Propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-5.]*

FORM TECH-4 Curriculum Vitae (CV) for Proposed Professional Staff

1. **Name of Staff** *[Insert full name]*: _____

4. **Date of Birth:** _____ **Nationality:** _____

5. **Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:* _____

6. **Membership of Professional Associations:** _____

7. **Other Training** *[Indicate significant training since degrees under 5 - Education were obtained]:*

8. **Countries of Work Experience:** *[List countries where staff has worked in the last five (5) years]:*

9. **Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*

10. **Employment Record** *[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:*

11. Work Undertaken that Best Illustrates Capability to Handle the Assignment

[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks outlined in the Terms of Reference.]

Name of assignment or project: _____

Year: _____

Location: _____

Client: _____

Main project features: _____

Positions held: _____

Activities performed: _____

Name of assignment or project: _____

Year: _____

Location: _____

Client: _____

Main project features: _____

Positions held: _____

Activities performed: _____

12. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff]

Date: _____
Day/Month/Year

Full name of authorised representative: _____

Section 3. Simplified Technical Proposal – Standard Form

FORM TECH-5 WORK SCHEDULE

N°	Activity ¹	Weeks ²												
		1	2	3	4	5	6	7	8	9	10	11	12	N
1														
2														
3														
4														
5														

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals.
- 2 Duration of activities can be indicated in the form of a bar chart.

Section 4. Financial Proposal - Standard Forms

Section 4. Financial Proposal - Standard Forms

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Breakdown of Costs

FORM FIN-1 FINANCIAL Proposal Submission Form

[Location, Date]

To:

Managing Director (Ag.)
Eastern Caribbean Telecommunications Authority (ECTEL)
Level 5, Baywalk Mall
P. O. Box BW395
Gros Islet, LC01 601
Saint Lucia

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **the Development of a Business Continuity Plan** for the ECTEL Directorate in accordance with your Request for Proposal dated and our Technical Proposal.

Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures*¹]. This amount is inclusive of the taxes.,

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

No Commissions and gratuities have been or are to be paid by us to agents relating to this Proposal and Contract execution.

We understand that you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature

(In full and initials)

.....

Name and Title of Signatory:

.....

Name of Firm:

.....

Email Address:

.....

¹ Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

Section 4. Financial Proposal - Standard Forms

FORM FIN-2 Breakdown of Costs

Item	Quantity	Unit	Unit Cost	Total
Remuneration				
Reimbursable Expenses				
Total costs of Financial Proposal				

Costs included in Financial Proposal should be clearly stated in **Eastern Caribbean Dollars**.

Section 5. Terms of Reference

Eastern Caribbean Telecommunications Authority Terms of Reference

Consultancy: ***Development of Business Continuity Plan – ECTEL Directorate***

BACKGROUND

The Eastern Caribbean Telecommunications Authority (ECTEL) was established on 4th May 2000 by Treaty among the governments of the Commonwealth of Dominica, Grenada, St. Christopher and Nevis, Saint Lucia and St. Vincent and the Grenadines. The ECTEL Treaty has been amended by Protocol Amendment which is in force as of 5th December 2019.

Article 4 of the Treaty states that the purposes of ECTEL are, inter alia, to promote:

- a) competition and market liberalisation;
- b) harmonised policies on a regional level for telecommunications of the Contracting States;
- c) an objective and harmonised regulatory regime in telecommunications of the Contracting States;
- d) the overall development of telecommunications in the Contracting States.

Each Contracting State, through the Telecommunications Act and Regulations, established a National Telecommunications Regulatory Commission (NTRC), in pursuance of the ECTEL Treaty objectives.

The ECTEL Telecommunications regulatory structure comprises the Council of Ministers (Council), the Board of Directors (Board), the Directorate and the NTRCs. The Directorate is headquartered in Saint Lucia. The staff of the Directorate started working remotely from the onset of the pandemic in 2020. Currently, employees split their time between working from home and working in the office.

PROJECT OBJECTIVES

Effective business continuity measures are critical for any business entity. Organisations are susceptible to short and long-term disruptions caused by natural and man-made disasters and incidents such as cybercrime and extended power outages. ECTEL's objective is to improve its preparedness in ensuring continuity of operations, availability of critical resources, minimisation of interruptions to business processes, and full recovery of business infrastructure and applications. The purpose of this RFP is to develop a Business Continuity Plan (BCP) for ECTEL to sustain this objective in a timely, effective, and efficient manner.

The Consultant will be required to amongst other tasks, conduct a Business Impact Analysis (BIA), develop recovery strategies, develop and submit a final BCP, train staff and provide recommendations to ECTEL on testing and maintenance of the BCP.

Project Tasks

The following brief Statement of Work outlines ECTEL's overall expectations. Potential bidders will be required to develop their own, more detailed approach in response to this RFP.

1. Scope and Description

- a) Review the existing Draft Disaster Preparedness and Business Continuity Plan to understand business functions and current operations.

b) Business Impact Analysis (BIA)

- i. Develop a questionnaire to administer the various departments of the Directorate.
- ii. Conduct a workshop to instruct liaisons from the departments on how to complete the BIA questionnaire.
- iii. Review the responses, in collaboration with the Directorate, and conduct follow up interviews to validate information to fill any information gaps.
- iv. Draft the BIA and submit to the Directorate for leadership review and approval.
- v. Make recommended changes to the draft BIA as requested by the Directorate and finalise the document.

c) BCP Development

- i. Work with ECTEL to identify and document resource requirements based on the information gathered in the BIA.
- ii. Conduct a gap analysis to determine gaps between the recovery requirements and the current capabilities.
- iii. Identify key risks and mitigation measures.
- iv. Recommend methodologies for assessing financial implications of business recovery post a disaster.
- v. Develop the BCP framework.
- vi. Work with ECTEL to organize recovery teams.
- vii. Recommend and document recovery strategy options and present to ECTEL for leadership approval.
- viii. Using this information, the Consultant shall develop the BCP and present to ECTEL for leadership approval. The Consultant shall make changes to the draft BCP as requested by ECTEL and finalize the document.
- ix. Conduct training and awareness workshops on the approved BCP.

Section 5. Terms of Reference

d) **Testing and Maintenance**

- i. Develop recommendations for testing and implementation of BCP.
- ii. Develop a maintenance framework for business continuity which should include maintenance schedules for all components of the BCP including:
 - 1) Business Continuity framework
 - 2) Business Impact Analysis
 - 3) Risk Assessment
 - 4) Business Continuity Awareness and Training Program
 - 5) Business Continuity Testing

Expected Deliverables

The Consultant must adhere to all guidelines, timelines and requests specified in this RFP. The expected deliverables are as follows:

	Deliverable	Schedule
1	Inception Report	Week 1
2	Workshop on how to complete the BIA questionnaire	Week 2
3	BIA Draft	Week 5
4	BIA Final Report	Week 6
5	BCP Draft	Week 10
6	BCP Final Report	Week 11
7	Recommendations for testing and implementation	Week 12
8	Maintenance Framework	Week 13
9	Training and awareness workshop on approved BCP	Week 14
10	Draft Final Report	Week 15
11	Final Report	Week 16

Competencies and Qualifications

ECTEL is seeking a consultant with experience and knowledge of the process outlined in the Project Tasks. The Consultant must demonstrate that staff assigned to the project possess the education, experience, knowledge and skills to complete the Statement of Work, and have a successful performance history. The Consultant must have the following competencies to undertake the required tasks:

Proposer's Qualifications and Experience

1	Minimum of five (5) years of experience preparing Business Continuity Plans for regional and/or intergovernmental organisations
2	Demonstrated knowledge of, and documented experience working in compliance with ISO 22301.

Engagement Team Qualifications and Experience

1	Graduate of a Bachelor's/College Degree, Post Graduate Diploma or Master's Degree relevant to the job
2	Minimum of five (5) years of experience in project management or a related field
3	Demonstrated experience in each of the key areas found under the Statement of Work section including Business Impact Analysis, contingency planning, developing recovery strategies and drafting Business Continuity Plans
4	Experience conducting training workshops

Responsibilities of ECTEL

ECTEL shall:

1. Designate a contact person to whom all Consultant communications may be addressed.
2. Provide access to business and technical documents as necessary to complete the tasks identified in the RFP.
3. Ensure appropriate resources are available to perform assigned tasks, attend meetings and answer questions.
4. Ensure that decisions are made in a timely manner.
5. Provide the following support services and facilities:
 - office space, office furniture, photocopy facilities and other administrative support.
 - access to telephone, internet, and fax facilities when the consultant is operating from its office