



**EASTERN CARIBBEAN TELECOMMUNICATIONS AUTHORITY
(ECTEL)**

REQUEST FOR PROPOSAL

**Title of Consulting Services: *Cybersecurity Assessment for the ECTEL
Directorate***

Dated: 22nd August 2024

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Section 1. Letter of Invitation

Gros Islet, Saint Lucia

22nd August 2024

Dear Consultant,

The Eastern Caribbean Telecommunications Authority (ECTEL) invites proposals to provide the following consultancy services: *Cybersecurity Assessment for the ECTEL Directorate*.

Proposals must be submitted electronically by email in PDF format and addressed to the Managing Director of ECTEL at the following email address: procurement@ectel.int. Responses must be received by 430 p.m. AST on **19th September 2024**.

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,

.....

David Cox
Managing Director

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 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 after
 - 1.6 Consultants' proposals must remain valid for sixty (60) days 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 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

Section 2. Instructions to Consultants

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 of ECTEL at procurement@ectel.int. ECTEL will post a response to the website without identifying the source of the inquiry. 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.
 - 3.2 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.

Section 2. Instructions to Consultants

- | | | |
|---|-----|--|
| Technical Proposal
Format and Content | 3.3 | The Simplified Technical Proposal shall provide a 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. |
| | 3.4 | The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non-responsive. |
| Financial Proposals | 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 Prepare your Technical Proposal in PDF format. The document should be clearly marked as "TECHNICAL PROPOSAL" and include the name of the Consultant and assignment title. Prepare your Financial Proposal in a separate PDF document. This document should be clearly marked as "FINANCIAL PROPOSAL" and include the name of the Consultant as well as the assignment title. The Financial Proposal must also have a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL."
- 4.4 Submit the **Technical Proposal** and **Financial Proposal** as separate email attachments. The subject line for the email containing the Technical Proposal should read: "TECHNICAL PROPOSAL - [Consultant's Name] - [Assignment Title]." The subject line for the email containing the Financial Proposal should read: "FINANCIAL PROPOSAL - [Consultant's Name] - [Assignment Title] - DO NOT OPEN WITH THE TECHNICAL PROPOSAL."
- 4.5 Failure to submit the proposals in the required format may result in the rejection of your submission. The Proposals must be received by ECTEL electronically no later than **19th September 2024, at 4:30 p.m. AST** at the following email address: procurement@ectel.int. Any proposal received by ECTEL after the deadline for submission shall remain 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.

Section 2. Instructions to Consultants

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.

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.

Section 2. Instructions to Consultants

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	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 prerequisite 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 Forms

Section 3. Simplified Technical Proposal – Standard Forms

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 Forms

FORM TECH-1 TECHNICAL Proposal Submission Form

[Location, Date]

To:
Managing Director
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 a **Cybersecurity Assessment for the ECTEL Directorate** in accordance with your Request for Proposal dated 22nd August 2024 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 4. Simplified 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]

***Managing Director
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 a **Cybersecurity Assessment for the ECTEL Directorate** in accordance with your Request for Proposal dated 22nd August 2024 and our Technical Proposal.

Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures¹*]. 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. Simplified 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

Consultancy: ***Cybersecurity Assessment for the 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, which comprises twenty-five staff, 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 Background

There are daily challenges to monitor, detect, and respond to evolving cybersecurity threats. To address the challenge of a changing threat landscape and environment, ECTEL wishes to undertake a cybersecurity assessment in alignment with industry cybersecurity frameworks and best practices to ensure the availability, integrity and confidentiality of the Directorate's information systems and data. A comprehensive cybersecurity assessment can identify potential cybersecurity weaknesses, assess threats and determine the resiliency and maturity level of ECTEL in the cybersecurity space. The assessment will include recommendations to mitigate the impacts of cyber threats, and protect the information, people and reputation of ECTEL.

ECTEL has an in-house server room located in its headquarters containing the following:

- Router, firewall and switches
- Wireless network for employees and guests' access
- Voice network
- Eight servers
- About 30 workstations/laptops with multiple operating systems
- Enterprise account management directories

The assessment will include the following:

- External vulnerability and simulated cyber-attack testing
- Internal vulnerability and simulated cyber-attack testing
- Wireless network vulnerability and simulated cyberattack testing
- Web application vulnerability and simulated cyberattack testing
- Firewall benchmark review
- System patch review
- Database security review
- Backup security review
- Microsoft 365 Tenant audit
- Social engineering
- Cybersecurity maturity review

Objective

ECTEL would like to conduct a comprehensive Cybersecurity Assessment provided by an independent reputable 3rd party provider in the cybersecurity space. The overall objectives of the assessment include but are not limited to the following:

1. Help ECTEL to gain a better understanding of current cybersecurity posture (vulnerabilities, threats, risks)
2. Help ECTEL to identify control gaps and perform gap/risk analysis in alignment with the NIST cybersecurity framework
3. Provide tactical and strategic directions to ECTEL and build a risk-based project roadmap to mature and strengthen the cybersecurity program of ECTEL

Scope of Services

The cybersecurity assessment includes but is not limited to the following components:

1. External vulnerability and penetration testing:
 - Identify open-source intelligence information that an attacker could leverage in further attacks against ECTEL (such as email addresses, phone numbers, IP addresses, posted application source code, forum posts with sensitive information, etc.)
 - Identify open ports/services associated with security vulnerabilities and perform active exploit on systems and applications (Note: Exploit should stop at the point of proof of compromise but not causing any business interruption)
2. Internal vulnerability and penetration testing:
 - Identify a breadth of attack vectors and vulnerabilities throughout ECTEL and determine the impact through targeted exploitation
 - Internal IP ranges will be sampled from the following:
 - i. Network infrastructure devices (include but not limited to routers, switches, and firewalls)
 - ii. Servers and user workstations
 - iii. Voice VLAN and IP phones
 - iv. Printers
 - v. CCTV and Access Control systems

Section 5. Terms of Reference

- vi. Cloud access (Azure)
 - vii. Third party connection
3. Wireless networks (both private and guest)
4. Web application vulnerability and penetration testing:
 - Provide authenticated web application vulnerability scanning and penetration testing.
 - Identify application security vulnerabilities and perform active exploit through identified vulnerabilities (Note: Exploit should stop at the point of proof of compromise but not causing any business interruption).
5. Firewall Benchmark Review:
 - Evaluate the firewall's configuration, performance, and rule sets against industry standards and best practices and provide recommendations for improvement.
6. System patch review:
 - Provide system patch review on selected systems and provide recommendations for remediation.
7. Database Security Review:
 - Provide security assessment against database systems, identity security vulnerabilities and provide recommendations for remediation.
8. Backup Security Review:
 - Provide security assessment of current backup solution, identity security vulnerabilities and provide recommendations for remediation.
9. Microsoft (MS) 365 Tenant Audit:
 - Review user activities, permissions and email and other security configurations to identify vulnerabilities and provide recommendations for remediation.
10. Social Engineering:
 - Perform social engineering tests such as simulated phishing attacks and phone-based social engineering tests to determine if end users would release sensitive information or perform activities such as making changes to an account, visiting a "malicious" web site or resetting their password.
11. Cybersecurity maturity:
 - Leverage recognised cybersecurity frameworks, such as the NIST Cybersecurity Framework, ISO/IEC 27001, or CIS Controls, to assess the maturity level of ECTEL in the cybersecurity space,

Section 5. Terms of Reference

including a comprehensive review of existing policies and procedures.

12. The consultant/respondent is encouraged to suggest the testing of any other vulnerabilities that they deem necessary.

Expected Deliverables

1. Inception Report
 - The Inception Report should outline the project's scope, objectives, methodology, work plan, and resources. It should serve as a roadmap for the project, providing detailed information on how the project will be executed and what will be delivered including:
 - i. Project objectives, methodology, roles and responsibilities
 - ii. Timelines, risks
 - iii. Any initial findings, issues, or changes from the original project plan
 - iv. Preliminary analysis or literature review
2. Detailed Report:
 - The detailed report should include detail of the assessment including the following:
 - i. Assessment methodology
 - ii. Detailed assessment results in a sortable spreadsheet, risk ranking and actionable recommendations for all areas within the assessment scope
 - iii. Current maturity level for each sub-category based on NIST or other framework used in the assessment
 - iv. Road map with both tactical and strategic recommendations with consideration of business environment, technology, people and process
3. Presentation:
 - The consultant should prepare and deliver an executive-level presentation of the assessment.

Schedule of Deliverables

Date	Deliverable
Week 1	(1) Inception Report
Week 4	(2) Detailed Report (3) Presentation to the Leadership Team

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 in penetration testing and cybersecurity risk/maturity assessment and have a successful performance history.

The consultant must submit the following:

1. Summary of years of experience in the relevant space (*minimum of 5 years' experience required*)
2. Resumes or similar statement of qualifications of person or persons who may be designated to perform the pen test and/or cybersecurity risk/maturity assessment.
3. List of representative clients
4. Summary of the methodology/approach of cybersecurity assessment and risk/maturity assessment
5. Sample delivery reports for the required deliverables
6. Summary of consultant's general qualifications to meet required qualifications and fulfill statement of work, including additional personnel and resources beyond those of the designated persons

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 (where necessary):
 - office space, office furniture, photocopy facilities, access to telephone and internet services and other administrative support when the consultant is operating from the ECTEL office.