



## INVITATION OF OFFERS

No. EA/01-52-2010

### **Implementation of methodology and Portfolio/Program Management Office (PPMO) Solution**

Sealed Proposals are invited from companies of repute for **“implementing methodology and portfolio/program management Office (PPMO) solution in Etisalat Afghanistan on a turnkey end-to-end basis”** according to Etisalat Afghanistan requirements as per RFP. The bid Documents are available in Etisalat head office and can be obtained from Contracts Coordinator or downloaded from Etisalat website ([www.etisalat.af](http://www.etisalat.af)).

2. Sealed offers shall be submitted to Etisalat Afghanistan main office Kabul by 31-July- 2010 till 15:00 hours. The offers shall be submitted in two separate envelopes one marked as “Technical offer” and second as “Commercial/Financial offer”. The bids shall be submitted in English language.
3. Offer received after the above deadline shall not be accepted.
4. Etisalat Afghanistan reserves the right to accept or reject any or all offers and to annul the bidding process at any time, without thereby incurring any liability to the affected bidder(s) or any obligations to inform the affected bidder(s) of the grounds for Etisalat Afghanistan action
5. All correspondence on the subject may be addressed to the undersigned

**Director, Procurement & Inventory Control**  
Ihsan Plaza Charahi Shaheed, Shar-e-Naw Etisalat Afghanistan  
E-mail: [ushah@etisalat.af](mailto:ushah@etisalat.af)  
Tel: +93 (0) 781 204 445



## REQUEST FOR PROPOSAL

Etisalat Afghanistan is seeking to engage a leading professional and full service business applications company to provide a complete PPMO solution.

Qualified firms with experience in implementing PPMO solutions in a telecom environment are invited to bid for this tender.

The selection of the firm will be through competitive bidding process. Bidder is required to submit a technical and a commercial proposal against the scope of work defined in this RFP.

For any queries and clarifications relating to Objectives and Scope of Work; please contact.

### **Amir Ishaque**

#### **VP Corporate Affairs**

Etisalat Afghanistan

Ihsan Plaza Charahi Shaheed, Shar-e-Naw,

Country Office Kabul

Cell: +93 788 886511

Email: [aishaque@etisalat.af](mailto:aishaque@etisalat.af)

Last Date for submission of proposal is **31-July-2010**. Submission shall reach the undersigned in sealed envelopes or via email no later than **15:00** hours Afghanistan time.

Etisalat Afghanistan reserves the right to reject, cancel, postpone this RFP without assigning any reason and is not bound to accept any offer. The shortlisted companies will be invited to present its offer in detail to Etisalat Afghanistan management team at Etisalat Kabul office following the receipt of the proposal

For any queries relating to Tender Conditions; please contact.

### **Ahmed Hashem**

#### **Procurement Manager**

Etisalat Afghanistan

Ihsan Plaza Charahi Shaheed, Shar-e-Naw,

Country Office Kabul

Cell: +93-781-204-040

Email: [ahashem@etisalat.af](mailto:ahashem@etisalat.af)



## Background

Etisalat Afghanistan is the fourth GSM operator providing mobile telephony and value added services in the Afghanistan. Etisalat Afghanistan is head quartered in Kabul with regional offices in the major provinces. Currently present in 27 provinces Etisalat is expanding its reach to cover all 34 provinces of Afghanistan by end of this year.

Etisalat Afghanistan became operational in August 2007 and has over 3 million customers in almost 30 months of operation.

Etisalat Afghanistan has established Corporate Affairs Division recently. Project Management Office became operation side by side under the CA division.

## Etisalat's objectives for implementing an PPMO

Main objectives for engaging a specialist firm for implementing a PPMO solution end-to-end is full automation of policies, procedures/workflows and documents that relate to operations of the enterprise and its dealings with various stakeholders: Divisions, Business Units, and Departments etc. The chosen solution shall be used for operations and reporting, tracking of operational KPI of the departments and divisions whose processes are automated, forecasting the future resource requirements and planning for them.

## Scope of work

1. The firm will provide consultancy services to implement Industry Standard (PMBOK, PMI, Prince2) standards for Corporate Portfolio and Project management processes, procedures, document management and workflows.
2. The firm will present to EA its implementation methodology and the solution architecture in details.
3. The firm will provide awareness and trainings of the methodology and the solution to the PMOs, PMs and other system users.
4. The automated solution must offer pre-configured forms (based on PMBOK process group i.e. Initiation, Planning, Execution & Control and Closure) and workflows, including Business Case, Project Charter, Project Status, Reports, Issues, Risks, Scope Changes, Communication Plan and closure based upon the proven 'best practice' methodologies of Portfolio and project management and allow to be aligned with the company's desired structure and processes if required.
5. The solution can be implemented centrally and managed on-site servers in a distributed manner by business units, divisions and various departments.



6. The Solution should allow storing all projects and portfolio information centrally in a database and these should be available in real time to project stakeholders in different divisions, business units and departments.
7. The System should allow organizing Portfolio into further sub-portfolios as needed each portfolio may have any number of programs and projects.
8. The Solution should be able to offer all project management services like scheduling, WBS, resource, Gantt chart, budgeting, base lining, interim Plans, Tracking, slippage, variances and status reporting from different angles.
9. The solution should be able to generate comprehensive status, for active programs and projects, project health (Traffic Lights) with consolidated views and real-time reporting.
10. The system should be able to generate views on consolidated project-level information, schedule, risks, issues, scope changes, at program level in a single location and drill down to access to all project-level data and documents within a program/project .
11. The solution must have interfacing with SNMP and industry standard email clients like MS outlook, Thunderbird etc. and to generate email notifications to remind and alert users of upcoming and overdue assignments.
12. The system must be integrated and fully synchronised (two-way) with Microsoft Project 2007 and above for WBS and scheduling of various projects and activities status updates. It should show project time lines in Gantt chart, View Gaps, Slippage, variance, percent completion of the task and others available in MS Project.
13. The system should be able to create user's personalized views and pages enabling them to organize their project information for quick-and-easy access for reports, assignments and tasks also enable them to share information and have project based conversations with their colleagues. The project related conversations must be stored.
14. The solution should automatically manage the definition and documentation of business requirements, approvals etc of a newly initiated Project, automatic support for requirements traceability matrix and approvals through workflow routing of electronic forms and documents.
15. The system should allow storing and maintaining Testing Plan and Test Cases, linked directly to business requirements, Store Test Case Logs for reference and review and workflow for documenting User Acceptance Testing and approvals.
16. The system should be able to generate comprehensive Project Portfolio dashboard, Portfolio analyses views and reporting.
17. The system must have a solution and support for implementing balanced scorecard based on **Norton and Kaplan's methodology** for various functions and process and further linkage to Corporate Strategies with objectives and outcomes activities.



18. The system must provide high level of security, creation of different user groups and permissions according to the group definition and requirement. It should have SSL for login authentication and ideal session must be automatic log-off for a certain period of time like, 5 minutes. There should be a detailed "Activity Based Logging" in database and application level as well. Remote Logging to the System must be restricted and be allowed if needed and as per approval.
19. The firm will provide end-to-end user trainings of the methodology and the solution for all implementation phases. IT and system administration training including backups and maintenance training.

## Qualification criteria

1. The firm must have adequate size, structure, staffing and financial standing to provide comprehensive services related to study of Etisalat Afghanistan policies, procedures and processes, organisational readiness for PPMO, planning of the PPMO solution and its implementation.
2. The firm must have requisite technical and professional expertise reflected in the qualification and experience of personnel who would be dedicated to Etisalat Afghanistan. The resume of the KEY staff members who will work on Etisalat Afghanistan project shall be provided. All aspects of the project shall be covered: business process expertise and knowledge of international standards such as ETOM, ITIL, TL9000 and ISO; skill in translating business processes into business automation work flows; expertise in information technology infrastructure and security; business applications, training of Etisalat staff; operational support once the system is put in service.
3. Firm must be willing to deploy the project team in Kabul during whole of the project and shall maintain support services in Kabul upon completion of the project to ensure smooth operations.

In addition to the above following will influence selection:

1. Demonstrated results for other Telecom clients. More weight will be give to past history of doing similar assignments with mobile operators.
2. The firm's willingness to work within budgets allocated for the PPMO.
3. Financial strength and solvency.
4. Firms plan for ongoing support once the PPMO solution goes live.



## Terms and Conditions

Following terms and conditions are applicable to this RFP.

1. Bidder shall submit a corporate profile including number of employees, profiles of key individuals and team who will be working exclusively on Etisalat account, physical location of all branches, and date of establishment and list of clients.
2. Bidder shall detail its corporate experience with average size and value of projects completed within last five years mentioning at least three projects in Telecom industry.
3. Bidder shall provide at least three recommendations from existing clients and at least three success stories
4. Bidder shall provide an undertaking of legal value that this proposal will not be disclosed for any purpose other than qualification of firm for Etisalat Afghanistan.
5. Bidder shall undertake to treat with highest secrecy and confidentiality all the materials, information, and studies relating to this consultancy assignment. An explicit undertaking in this regard will be required.
6. Successful bidder shall be responsible for all taxes, license fees, Insurance and accommodation and travel cost involve in performing the services. Any increase or decrease in the rates/amount of taxes till signing of the contract shall be to the benefit or cost of the Etisalat Afghanistan.
7. Withholding tax shall be applicable as per income tax 2009 of Afghanistan. According to this law, 2% withholding tax is applicable to those companies who are registered in Afghanistan and 7% on those companies who are not registered in Afghanistan.

## Disclaimer

The terms of the solicitation and condition to submitting a proposal, it is acknowledged by any Proposer that the company reserves the right to award the contract to the firm who most closely fits our evaluation criteria. Any false or misleading statements included in any proposal will be grounds for disqualification. Etisalat reserves the right to reject any or all proposals, or cancel the solicitation where it believes it is in its best interest to do without any liability.

## Other Terms & Conditions of Tender and Contracts:

Attached “Instructions and Conditions for Tenders” shall be applicable to bidding and contracts thereafter.