

# TENDER FOR PROVISIONING OF CONSULTANCY SERVICES ON THE DEVELOPMENT OF “COMMUNICATIONS & MULTIMEDIA INDUSTRY ROADMAP 2030 (CMIR2030)”

**Tender No: MCMC/SPD/COPD(01)/CMIR2030/TC/10/2024(08)**

## Questions & Answers

No.	Question	Answer
<b>TECHNICAL</b>		
1.	Apart from the story house shown, are there any completed policy documents that detail out the various strategic thrust and initiatives? Or will there have to be developed by the Consultant? If available, will this be a process of validation?	Currently there is no specific policy documents to detailed out of the various strategic thrust and initiatives. The consultant is encouraged to provide innovative insights and recommendations to strengthen the story house, considering its alignment with national policies and plans as mentioned during the briefing session.
2.	Deliverable 2 : Does resource planning and structural alignment mean that proposing a new organisation structure for MCMC, i.e. including front-end, operations, back-end departments / units or it's resource planning / structure alignment to deliver the CMIR 2030 program?	Consultant may propose if the consultant is of the view that there's a requirement for MCMC to restructure. The proposed changes to the structure to ensure effective implementation of the CMIR.
3.	How long is the projected timeline for the project in your view?	As has been stipulated in Paragraph 5 of the Tender Document, the consultant is required to complete the project in five (5) months.
4.	In addition to potential org restructuring, would the project also be open to suggestions involving merging of entities as per Government's MADANI directive for agency consolidation?	The establishment of MCMC is through the MCMC Act 1998. For this tender, MCMC is not looking into the matter of agency consolidation.  Although this tender exercise is not explicitly focused on government-directed mergers, the proposal should incorporate a robust change management strategy or model.

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5.	Who are in the Steering Committee?	The Steering Committee will consist of MCMC's C-level officers, identified Commission Members, MCMC advisors and MCMC internal Subject Matter Experts, which shall be determined by MCMC.
6.	Will consultations with Minister(s) be required?	Based on the list of key stakeholders for engagement session, it does not specify the level of personnel within the Ministry and this may and may not involve the Minister. However, one of the deliverables is for the outcome of the deliverables to be presented to key stakeholders including Minister, member of the Commission, MCMC Management Committee and others as may be required by MCMC.
7.	How many focus group discussions (FGDs)?	The tenderer may propose on the number of FGDs depending on how the tenderer wish to shape the consultancy process.
8.	How will the success of the CMIR 2030 project be measured, and what are the key success factors that MCMC is targeting?	Generally, the success factors include the successful completion and achieve the KPI targets of key project phases and milestones as outlined in the CMIR 2030 roadmap, that may include effective stakeholder engagement, alignment with national goals, and measurable improvements in the identified focus areas (which is to be identified during the consultancy process). The CMIR 2030 will provide the overarching strategic direction for MCMC, while annual rolling plans will operationalise the strategy and specify detailed KPIs to measure the key targets success factor. For the benefit of the doubt, the annual rolling plan is not part of CMIR 2030 development.

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9.	<p>Are there any particular Acts, Regulations, or policies that should be prioritized in our comprehensive assessment for Deliverable 1 - Strategic Review, including any policy framework for special emphasis on thorough evaluation?</p>	<p>Priorities are mainly the Acts and subsidiary legislations under MCMC's purview such as the Communications and Multimedia Act 1998, Postal Service Act 2012 and Digital Signature Act 1997. Another legislation to be considered is the newly introduced Acts such as Cyber Security Act 2024, which is relevant to MCMC in terms of regulating the issues in relation to online content, scam, etc. Furthermore, it is advisable to look into the ongoing development of acts, such as the Online Safety Act, which is targeted to be tabled in 2024.</p> <p>Additionally, reviews on existing initiatives including, but not limited to JENDELA, PAKEJ, PUPUK should be considered as part of the strategic review as well.</p> <p>Outcomes of the review should address the gap in terms of regulatory and development of but not limited to:</p> <ul style="list-style-type: none"> <li>a) new services such as OTT, cloud-based platforms, AI, e-commerce, among others</li> <li>b) existing services in the C&amp;M and postal and courier sectors - recommending the way forward for telcos, broadcasting and postal and courier towards 2030</li> </ul>
10.	<p>MCMC has recently entered into a strategic partnership with USTDA, AUSTRALIA and BHC to advance healthcare solutions in the country (via improved connectivity). Although telecommunications is an enabler to improve connectivity across all industries, would MCMC be interested to identify other strategic opportunities in other adjacent industries in CMIR 2030?</p>	<p>The consultant may submit any proposal for the identification of other strategic opportunities for growth and development for MCMC's consideration. Apart from the identification, the consultancy scope also required to propose the action plans, target and milestones in achieving the proposed scope, that also includes sector wide (vertical industries) initiatives.</p>
11.	<p>41.1.1 - "Assess MCMC's regulatory effectiveness in balancing competing interests of stakeholders, Government, current and future actors in the markets as well as consumers"</p> <p>By regulatory effectiveness, our understanding is that we do an assessment of MCMC on:</p> <p>1. engagement with stakeholders (frequency/ quality of engagement)</p>	<p>Primarily, regulatory effectiveness refers to how well MCMC manages issues and concerns while considering the needs of various parties, including stakeholders (e.g., MCMC's licensees), the Government and relevant agencies, current and future actors in the sector, and consumers.</p> <p>The outcome of this assessment is intended to identify any gaps in MCMC's</p>

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	<p>2. outcomes and insights/ feedback of the stakeholder’s engagement</p> <p>3. actions undertaken by MCMC based on the feedback. Examples of such insights could be - a. Effectiveness of USOF fund utilization b. Measurement of QoE rather than QoS for operator network performance c. Pricing/ affordability of services by the consumers, etc</p> <p>Kindly suggest if our understanding is correct.</p>	<p>current regulatory approach and highlight areas for potential improvement. These findings will support MCMC in refining its regulatory practices to better address the needs and expectations of all parties within its purview, ultimately enhancing the effectiveness of MCMC's role in the sector.</p>
12.	<p>41.1.2 -"Evaluate MCMC's performance in undertaking its regulatory and development role in terms of compliance, enforcement, developmental role, and other relevant areas. This may include the assessment on potential roles (grey areas) MCMC may embark into, identifying challenges and way forward in the sectors within its purview"</p> <p>We intend to review the effectiveness of MCMC from an outside-in approach. This will be performed by following a structured approach during the interactions with various stakeholders in the industry and their feedback. Please suggest if this approach is fine with you.</p>	<p>The consultant is welcome to propose the appropriate approach for MCMC's further evaluation.</p>
13.	<p>41.1.4 - "Assess the economic, social and regulatory impacts on the adoption of emerging technology for the sectors within MCMC’s purview"</p> <p>From our experience with regulators, this exercise while performed at an overall level during this study, we suggest that it to be taken up on an yearly basis to accommodate new technologies and their impact on the each of the sectors and overall MCMC objectives. Please suggest if our understanding is correct.</p>	<p>For Deliverable 1, the consultant is expected to demonstrate the ability to furnish preliminary findings on the economic, social, and regulatory impacts of emerging technology adoption. These findings will serve as initial indicators. Anyway, the consultant may submit the proposal which include a plan for MCMC to conduct this assessment in future on an annual basis to keep abreast with the evolving impact of new technologies over time.</p> <p>For the voidance of the doubt, the proposed additional assessment to be undertaken by MCMC in the future should not include any additional cost as the exercise will be taken up separately, subject to MCMC's further assessment and consideration. The consultant is advised to observe the indicative price as well as the timeline of this consultancy project.</p>

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14.	<p>41.1.12 - "Establish a governance structure including a committee structure, to oversee both the pre and post-implementation phases of CMIR 2030. The governance structure will be responsible for decision-making, approvals, strategic guidance and ensuring alignment with CMIR 2030's objectives throughout its lifecycle"</p> <p>Since the committee would be responsible and manage the implementation, we suggest that they are formed and involved extensively during the design stage of the initiatives. Please confirm. Also, please suggest if such committees have been formed earlier and what is the composition and frequency of meetings of such committees.</p>	<p>Yes, you may involve the Committee during the design stage of CMIR. The Committee's composition may include, but is not limited to, C-level executives of MCMC, selected Commission Members, MCMC advisors, and internal MCMC Subject Matter Experts, which shall be determined by MCMC.</p> <p>The Terms of Reference (ToR) for the Committee is currently being developed to ensure alignment with project goals. The successful tenderer will be kept informed and provided with the ToR once finalised.</p>
<b>GENERAL</b>		
1.	Any possibility of deadline extension?	The tender closing date is as stipulated in Paragraph 7.1 of the Tender Document, which is on or before 12.00pm 6 November 2024. Any changes to the tender closing date will be updated on the MCMC website.
2.	If all information relation to the firm is redacted, how would we identify ourselves to the tender reviewer/MCMC officials?	The company logo, brand name or any information that may identified the submission to the consultant is not allowed in Technical Submission only.
3.	How long is tender deposit refundable after submission?	As per Paragraph 12.6 of the Tender Document, the tender deposit shall be returned to all unsuccessful Tenderers after the tender has been awarded. For the Successful Tenderer, the tender deposit shall be dealt with in accordance with subparagraph 29.3 of the Tender Document, which is after the Agreement has been properly executed and the performance bond under the Agreement has been provided.

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4.	Is consortium participation is allowed?	The tenderer who will be participating in this tender must be from one (1) company.
5.	As a prime bidder are we allowed to form partnership with others?	The tenderer who will be participating in this tender must be from one (1) company. Tenderer may propose other resources however MCMC will only deal with one (1) company for this tender.
6.	We want to clarify on engaging our global firms as part of the study, as they will bring expertise and global insights to enrich the report. We would like to understand if we need to obtain your approval to engage our global firms. If yes, when should we start seeking your approval (i.e., during proposal stage or after winning the contract)?	The Tenderer shall be a locally incorporated company as per Paragraph 2 of the Tender Document. You may include your resources/consultants from global firms as part of your proposal.
7.	Will MCMC consider to award the scope of work by sector separately and/or to difference consultant? i.e., communications, multimedia and postal & courier	MCMC reserves the right as per Paragraph 27.1.9 of the Tender Document.
8.	Could we request for extension of time to submit the proposal?	The tender closing date is as stipulated in Paragraph 7.1 of the Tender Document, which is on or before 12.00pm 6 November 2024. Any changes to the tender closing date will be updated on the MCMC website.
9.	Could we keep our clients' name as "Confidential" for our projects with previous clients? We need to obtain clients' permission in advance to disclose their name. We will provide the required details upon request.	As per Paragraph 27.1.5, MCMC may request further information from the relevant tenderer.
10.	For sharing our publication and thought leadership in the proposal, we will provide link for access into our company's website. These links and websites will contain our company's name, logo and details once log-in. Could we clarify if this this is allowed and whether still in compliance to the tender terms and conditions? Otherwise, we would like to obtain guidance on how to share this information	Please do not provide these links in your proposal submission. Kindly print out the document and redacted any information identifying your company such as company's name, logo and details, for our further assessment.