



Request for Clarifications (BCC- 2026-047), Business Continuity Management Program Development & Enhancement.

Date: 14 October 2026

To: All Prospective firms

In accordance with the published Request for Proposal (RFP) for the above-referenced procurement, the following requests for clarification have been received and the Bank's responses are provided below;

#	Question/Request for Clarification received	Response by IsDB
1	Is RFP BCC2026-047 open to all eligible legally registered consulting firms, including firms submitting through a joint venture or association, or is submission restricted to consultants formally shortlisted and directly invited by IsDB?	Yes, the RFP is open to all eligible, legally registered consulting firms, including firms submitting through a joint venture (JV) or association. There is no restriction in the RFP limiting submission to shortlisted or directly invited firms.
2	Onsite work (Section 5 - 70% onsite / 30% remote): Does "onsite" mean IsDB HQ in Jeddah only, or are visits to Regional Hubs also expected, for example for hub BCPs or drills?	Onsite work is at HQ only (Jeddah-KSA). There is no requirement to visit Regional Hubs under this assignment. Minimum one senior level on site and other team may work remotely
3	ISO 22301 certification (Phase 7): Is the certification scope IsDB HQ in Jeddah only, or all Group entities and all 14 locations?	Certification is for IsDB HQ in Jeddah only.



4	Awareness sessions (Phase 4): Are the staff awareness sessions onsite at HQ, virtual, or delivered at each hub?	Staff awareness sessions are for all IsDB Group and can be delivered as onsite and virtual for HQ in Jeddah and virtual for Regional Hubs.
5	IT Disaster Recovery Plan (Phase 3): Should the IT DRP include detailed recovery procedures for each of the 100 IT systems?	The IT Disaster Recovery Plan should cover the IT systems which are deemed business critical and is expected to be only a subset of the total 100 IT systems It is expected that the business-critical IT systems will be identified during the Business Impact Analysis (BIA).
6	Whether this procurement relates to the earlier EOI BCC2025-068, and whether firms that responded to that EOI have any standing in this process.	This is a new and open procurement process. All eligible firms are welcome to submit proposals, including firms that previously responded to EOI BCC2025-068. Previous participation in the EOI does not confer any standing, preference, or advantage in this procurement process, and all firms must submit a new proposal in accordance with the requirements of this RFP.
7	That registration in SAP Ariba may be completed in parallel with proposal preparation and is required only before contract negotiations, as stated in ITC 13.	Yes. SAP Ariba registration may be completed in parallel with proposal preparation and is required for the successful firm before contract negotiations, as stated in the RFP.



8	Scope, Phasing & Commitment 1. Confirm whether IsDB may award and activate only selected phases (e.g. Phase 1 only) or whether the contract is intended to cover all seven phases from the outset. How should the financial proposal be structured if phases are optional?	IsDB intends to complete all phases detailed in the RfP. However, IsDB reserves the right to selectively activate individual phases of the consultancy based on its requirements and the outcomes of preceding phases. Accordingly, the engagement may be limited to a single phase or extended to subsequent phases at IsDB's discretion, without an obligation to proceed with all seven phases. Financial Proposal Structure: As per the table in the RFP
9	What is the expected overall timeline if all phases are activated? Should phases run sequentially or can some overlap?	An indicated timeline has been outlined in Section 3 of the ToR, the estimated duration is 24–35 weeks, plus four months for Phase 7, assuming sequential implementation. Each firm is expected to estimate the duration of each phase as per their methodology. However, each phase or set of phases may be bundled into separate assignments which may be activated at different times, depending on priorities and organizational readiness. Some flexibility may be permitted for overlapping activities where appropriate, subject to IsDB's approval and the dependencies between phases.
10	Organizational Coverage & Effort Drivers 3. Please confirm the approximate numbers provided in Appendix B (≈2,000 staff/contractors, ≈400 business processes, ≈100 IT systems, ≈40 business units, 14 locations) are sufficiently accurate for effort estimation, or indicate any material updates.	The figures provided in Appendix B of the ToR are confirmed as the current approximate estimates and may be used by consulting firms for effort estimation and preparation of their technical and financial proposals. As indicated in Appendix B, these figures are subject to validation by the selected consultant during the assignment.



11	Will all existing BCM documentation listed in Appendix A (including items currently marked “Not Available”) be provided to the selected consultant immediately after contract signature?	All existing and available BCM documentation listed in Appendix A of the ToR will be made available to the selected consultant upon commencement of the assignment. Documents identified as "Not Available" in Appendix A do not exist and so cannot be provided and may require development as part of the consultancy, in accordance with the respective phases and scope of services
12	Key Personnel, Team & Work Arrangement 5. What are the minimum required key personnel positions (titles and indicative number of CVs) that must be proposed?	Consulting firms are expected to propose their own team composition, key personnel positions, and number of resources based on the scope of services and deliverables outlined in the ToR. The proposed team should demonstrate the necessary qualifications, expertise, and experience to effectively undertake the assignment, in accordance with Section 4 of the ToR.
13	Clarify the “minimum 70% onsite / 30% remote” requirement: • Is the ratio measured in total person-days across the assignment? • Does “onsite” include work at Regional Hubs, or only Headquarters in Jeddah? • How should travel days be counted?	All onsite activities under the consultancy shall be conducted at IsDB Headquarters in Jeddah, Saudi Arabia. No visits to Regional Hubs are required under the assignment. The minimum 70% onsite / 30% remote requirement shall be applied to each phase of the assignment, rather than to the consultancy as a whole. Onsite presence does not require the entire consultant team to be physically present at Headquarters. At least one relevant expert should be onsite during the required onsite activities, while other team members may provide support remotely, as appropriate to the activities and deliverables of the respective phase.



14	Methodology, Deliverables & Stakeholder Effort 7. For Phase 4 (Training & Awareness), please provide approximate participant numbers for the all-staff sessions, Standing Committee, Executive, Coordinators and CMT workshops, and the preferred delivery mode (in-person / hybrid / virtual).	All-staff sessions: 2000 staff Standing Committee: 20 members Executive 10 members Coordinators 40 members CMT: 6 members The All-staff group is distributed between IsDB HQ (approx. 80%) and Regional Hubs (approx. 20%). All other groups are based at HQ in Jeddah. The preferred delivery mode can be a combination of onsite or virtual for Jeddah HQ and virtual for Regional Hubs. The final delivery mode can be determined jointly during the implementation.
15	For Phase 5 (Testing & Drills), confirm which costs IsDB will bear (venue, logistics, participant travel, external simulation support, etc.) so they can be excluded from the consultant's price.	As specified under Phase 5 of the ToR, IsDB shall bear the costs associated with the execution of drills and exercises. The consultant shall be responsible for planning, supervision, evaluation, and reporting of these activities.
16	Does Phase 7 require the consultant only to support certification readiness and the external audit, or also to conduct / lead the internal audit?	Phase 7 requires the consultant to lead and facilitate the internal audit specifically for ISO 22301 certification readiness, as a preparatory step toward the external certification audit. .



17	Are there any page limits or preferred formatting requirements for the Technical Proposal beyond the standard TECH forms?	There are no page limits or additional specific formatting requirements beyond the standard TECH forms.
18	Does the 10% Performance Guarantee (or retention) apply to the total potential value of all phases or only to the phases actually awarded and activated?	The applicability of the Performance Guarantee shall be determined during contract finalization, in accordance with the Banks's procedures and the terms of the RFP.
19	Can interim payments within a phase (against individual deliverables) be negotiated, or is payment strictly upon 100% completion and acceptance of the entire phase?	The Financial Proposal shall include a breakdown of the price for each deliverable within each phase. Interim payments may be agreed upon for individual deliverables, particularly major deliverables, subject to agreement during contract negotiations and reflected in the contract. Payments shall be subject to the completion and acceptance of the respective deliverables in accordance with the agreed payment schedule and contractual terms.
20	Confirm that quoted prices should be exclusive of VAT/local taxes and that IsDB's tax-exempt status will apply (no withholding).	Consultants shall indicate any applicable VAT separately in their financial proposals. The treatment of VAT and other applicable taxes, duties, levies and charges shall be in accordance with the RFP, the applicable contractual provisions, and relevant legal and tax requirements. The applicability of IsDB's tax-exempt status and any related withholding tax obligations shall be determined in accordance with the applicable legal and tax requirements.



21	Preferred language(s) for all deliverables and presentations (English only, or bilingual English/Arabic)?	All consultancy deliverables, reports, training materials, workshops, and presentations shall be prepared and delivered in English only.
22	Will the selected consultant have full access to the existing BCM team, systems/tools and relevant stakeholders from Day 1 for interviews and workshops?	Access to the BCM team, relevant stakeholders, and necessary systems and tools will be arranged to facilitate the execution of the consultancy assignment, subject to prior coordination, availability, and applicable IsDB internal procedures and security requirements.
23	Please provide us with the current organizational structure of IsDB which is part of the BCM Project Scope.	The BCM Project covers the Islamic Development Bank Group (IsDBG), comprising IsDB, IsDBI, ICIEC, ICD, and ITFC, as specified in the ToR. The current organizational structure will be shared with the selected consultant upon signing the contract, as this information is protected and subject to confidentiality requirements
24	Please specify the number of products and services of IsDB that will be included in the scope of this project.	IsDB is a multilateral development bank that primarily serves member countries and development partners, rather than individual retail customers. Accordingly, the project scope is not based on a fixed number of commercial banking products or retail services. Instead, the consultancy will focus on the Group's critical functions, development financing activities, services, and associated business processes, which will be reviewed and validated during the initial assessment phase.



26	Do you have data centers? If yes, how many? And are the data centers shared or independent? Please, specify.	More than 90% of IsDB IT systems are hosted in the cloud either on IaaS and PaaS in the Microsoft Azure cloud or SaaS applications which are hosted by the relevant SaaS vendors. A very small number (10%) of IT systems are hosted in an on-premise data center located at IsDB HQ in Jeddah. Regional Hubs only have network infrastructure but do not host any IT systems.
27	Do you have an active Disaster Recovery (DR) site (or secondary Datacenter) available? Is it on-premises or on the cloud?	Yes, IsDB has a Disaster Recovery site hosted on the cloud in Microsoft Azure only for business-critical IT systems which are hosted in Microsoft Azure as a primary site. The IT DR architecture is active/passive. There is no IT DR for any IT systems hosted in the on-premises data center. There is no explicit DR site for SaaS applications. Resilience for SaaS applications is as per the contracted SLA with each SaaS vendor.
28	Please advise if there is a federated approach followed for IsDB BCMS where entire BCMS Program is governed by Head Quarter and regional 13 Locations are subset of this program as an entity?	IsDB Group follows a Group-wide BCM framework governed by Headquarters, with Regional Hubs and other locations covered within the overall program scope. The detailed governance and implementation arrangements, including the extent of local responsibilities and alignment with the Group-wide framework, will be reviewed and validated during the initial assessment phase.



29	Should all travel, accommodation, visa, and logistics costs for international locations be included within the fixed-price proposal, or will any location-specific costs be borne by IsDB?	The financial proposal should include a lump-sum price for the entire assignment, with a clear phase-wise breakdown of costs. Travel, accommodation, visa, logistics, and any other applicable expenses should be identified and itemized separately within the cost breakdown. However, all such costs must be included in the overall lump-sum price.
30	The RFP references approximately 400 business processes. Is the expectation to update BIA for all business processes or only critical processes/functions?	The expectation is to review and update the BIA for all relevant business processes within the approximately 400 processes referenced in the RFP, rather than limiting the assessment to processes already classified as critical. This will enable a comprehensive assessment to identify critical processes and functions based on their business impact and recovery requirements.
31	Is the Risk Assessment expected to cover all entities, locations, functions, and business units across IsDB Group, or only critical operations?	The Risk Assessment is expected to cover all relevant entities, locations, functions, and business units across the IsDB Group, rather than being limited to critical operations. The assessment will identify and evaluate risks based on their potential impact on the Group's operations and objectives, with appropriate prioritization of critical functions and operations for risk treatment and mitigation.
32	Please confirm whether the assignment scope includes full coverage of IsDB, IsDBI, ICD, ICIEC, and ITFC, or whether selected entities may be prioritized.	The assignment scope is expected to cover all five entities: IsDB, IsDBI, ICD, ICIEC, and ITFC. The assessment should not be limited to selected entities



33	Approximately how many departmental Business Continuity Plans are expected to be developed, reviewed, or enhanced under Phase 3?	The ToR does not specify a fixed number of departmental Business Continuity Plans. Under Phase 3, the consultant is expected to review, validate, and enhance existing plans and develop departmental BCPs where required. The number of plans will be determined following the initial assessment and validation of departmental requirements.
34	Are individual Business Continuity Plans required for each Regional Hub and office location? If yes, please confirm the expected number of plans.	The ToR includes Regional Hub Business Continuity and Disaster Recovery Plans within Phase 3, alongside the development of departmental BCPs. However, it does not specify a fixed number of individual plans for each Regional Hub or office location. The required number and level of planning will be determined during the initial assessment, taking into account the existing plans and operational requirements of each location.
35	Please clarify if you are looking for One ISO 22301 Certification for IsDB HQ or other 13 entities are separate entities to be certified?	The objective is to obtain ISO 22301 certification for the Islamic Development Bank (IsDB), covering its Headquarters and relevant operations within the agreed certification scope. The project does not intend to pursue separate certifications for each Regional Hub or office location.
36	Please provide the expected number of participants and locations involved in the tabletop exercise, critical-staff drill, and enterprise-wide exercise.	The exercises will cover IsDB Headquarters in Jeddah and the relevant external locations, as applicable to each exercise. The Consultant is expected to develop tailored exercise scenarios and testing plans for the tabletop exercise, critical-staff BCP drill, and enterprise-wide BCP drill. Participant numbers and the specific locations involved will be determined during the planning phase in coordination with IsDB, based on the objectives and scope of each exercise. On-site implementation will be at Headquarters, with external locations



		participating3remotely where applicable; on-site visits to external locations are not required.
37	Does the scope include actual IT Disaster Recovery testing and validation, or only review and enhancement of IT Disaster Recovery documentation?	The scope includes reviewing, enhancing, and developing IT Disaster Recovery documentation and conducting IT DR testing as part of Phase 5, in accordance with the approved exercise scenarios and scope. Phase 3 focuses on documentation, while the actual testing and validation of the IT DR Plan and recovery runbooks will be addressed under Phase 5.
38	Please provide the current coverage, completion dates, and maturity level of existing BIA and Risk Assessment reports.	Existing Business Impact Analysis (BIA) and Risk Assessment (RA) reports are available and will be shared with the selected consultant upon commencement of the assignment, subject to IsDB's confidentiality requirements. The current coverage, completion dates, and maturity levels will be reviewed and validated during Phases 1 and 2. The consultant is expected to assess the existing reports, identify gaps, and update or enhance the assessments as necessary to ensure alignment with ISO 22301 and the Group's BCM requirements.



39	Has IsDB certified with ISO 22301 historically? If Yes, when?	NO
40	Will IsDB assign dedicated coordinators and focal points across entities and Regional Hubs to facilitate workshops, interviews, and reviews?	YES
41	With reference to Phase 7: ISO 22301 Certification, kindly confirm that the Consultant's responsibility is limited to certification readiness, gap closure support, and support during the certification audit, while the formal certification audit and issuance of the ISO 22301 certificate will be undertaken by a separate independent Certification Body appointed by IsDB.	The Consultant will be responsible for certification readiness, supporting the closure of identified gaps, leading or coordinating the internal audit activities required for ISO 22301 certification readiness, and providing support during the certification audit. The formal certification audit and issuance of the ISO 22301 certificate shall be undertaken by a separate, independent Certification Body appointed by IsDB. The costs associated with the Certification Body shall be borne by IsDB.
42	Kindly confirm the current availability and maturity of the existing BCM documentation, including the BCM Policy and Governance documents, BIA and Risk Assessment methodologies and reports, Business Continuity Plans, Crisis Management Plan, Emergency Response Plans, IT Disaster Recovery Plan, previous exercise and drill reports, Internal Audit reports, and any previous ISO 22301	All existing and available BCM documentation listed in Appendix A of the ToR will be made available to the selected Consultant upon commencement of the assignment, subject to applicable confidentiality and information security requirements. As indicated in Appendix A, documents marked as "Not Available" do not currently exist and therefore cannot be provided. The availability, coverage, and maturity of existing



	assessments. Phase 1 and Phase 2 both require review and enhancement of these existing BCM elements. Please also confirm whether all available documents, including any items currently identified as “Not Available” in Appendix A if subsequently available, will be provided to the selected Consultant at the commencement of the assignment.	documentation will be assessed during Phase 1, with the relevant methodologies and reports reviewed and enhanced during Phase 2. Any required documents that are not available will be developed under the relevant phase, in accordance with the ToR.
43	The RFP states that the assignment will be implemented on a phased basis and that IsDB may proceed with one or more Phases subject to its requirements, approvals, and available budget. Kindly confirm whether the seven Phases are expected to be executed sequentially, or whether individual Phases may be authorized and implemented independently. If IsDB may award and activate only selected Phases, please clarify how the Financial Proposal should be structured for optional/non-activated Phases. In addition, please confirm the expected overall timeline if all seven Phases are activated and whether any of the estimated Phase durations may overlap.	IsDB intends to complete all seven phases; however, it reserves the right to authorize and activate individual phases independently or in groups, subject to its requirements, approvals, and available budget. The Financial Proposal must be submitted separately for each phase, in accordance with the pricing structure specified in the RFP. The estimated duration for Phases 1–6 is 24–35 weeks, with an additional four months for Phase 7, assuming sequential implementation. Some activities may overlap where appropriate, subject to dependencies and IsDB’s approval. The Consultant shall propose the duration of each phase based on its methodology and implementation plan.
44	For Phase 5: Testing and Drills, the RFP states that IsDB will bear the costs associated with the execution of drills and exercises. Kindly clarify the division of responsibilities between IsDB and the Consultant for the planning and execution of the tabletop exercise, critical staff drill, and full staff drill, including logistics, venues, technology, travel, and other execution-related resources and expenses.	As specified in Phase 5 of the ToR, the Consultant shall be responsible for designing the exercise scenarios, planning and supervising the tabletop exercise, critical-staff BCP drill, and full-staff BCP drill, as well as evaluating the results and preparing the exercise reports, including lessons learned and recommendations. IsDB shall bear the costs associated with the execution of the drills and exercises. The Consultant’s financial proposal should include its professional fees for the required planning, facilitation, supervision, evaluation, and reporting activities, .



45	For Phase 4: Training and Awareness, kindly provide the approximate number of participants expected for the all-staff awareness sessions, BCM Standing Committee awareness session, Executive awareness session, BCM Coordinator training, and Crisis Management Team workshops. Kindly also confirm whether these activities are expected to be delivered onsite, virtually, or through a hybrid approach.	The expected participants are approximately 2,000 staff for the all-staff awareness sessions, 20 members of the BCM Standing Committee, 10 Executive Management members, 40 BCM Coordinators, and 6 Crisis Management Team members. For delivery, sessions may be conducted onsite or virtually for participants based at IsDB Headquarters in Jeddah, while Regional Hub staff will participate virtually. The final delivery arrangements will be agreed with IsDB during implementation.
46	The RFP indicates approximately 400 business processes across the IsDB Group. Kindly confirm whether the Business Impact Analysis and Risk Assessment activities are expected to include a detailed review/update of all approximately 400 business processes, or whether the scope is primarily to review, validate, and enhance the existing BIA and Risk Assessment methodologies and current assessments.	The scope includes reviewing, validating, and enhancing the existing BIA and Risk Assessment methodologies and reports, as well as updating the assessments for all relevant business processes across the IsDB Group, covering approximately 400 processes. The purpose is to validate existing assessments, identify gaps, and ensure that business impacts, critical processes, risks, and recovery requirements are appropriately assessed. The extent of updates required will be determined based on the findings of the initial review.
47	For the IT Disaster Recovery component under Phase 3, kindly clarify whether the expected scope is limited to review and enhancement of the existing IT Disaster Recovery Plan and related governance/documentation, or whether technical validation and/or testing of IT infrastructure, systems, recovery environments, and technology controls is also required.	For the IT Disaster Recovery component in Phase 3, the scope covers the review, enhancement and development of the required documentation. The testing of the IT DR plan and runbooks will be included in Phase 5 as per the scope of the scenarios, tests and drills.



48	Kindly clarify the minimum required Key Personnel positions to be included in the Technical Proposal, including the required/indicative number of CVs and any mandatory role titles, qualifications, certifications, or minimum experience requirements.	The ToR does not prescribe specific Key Personnel positions, a fixed number of CVs, or additional mandatory role titles beyond the qualifications and experience requirements outlined in Section 4. Consulting firms are expected to propose an appropriate team composition and key personnel based on the scope, complexity, and deliverables of the assignment. The proposed team should demonstrate relevant BCM and organizational resilience experience, expertise in ISO 22301, and the necessary technical and stakeholder engagement capabilities to deliver the assignment effectively.
49	With reference to the minimum 70% onsite / 30% remote work arrangement, kindly confirm whether this ratio is measured based on total Consultant person-days across the assignment. Please also clarify how travel days are to be treated when calculating the onsite/remote ratio.	The Consultant shall comply with the 70% onsite / 30% remote work arrangement specified in the RFP. All costs associated with the proposed staffing arrangement, including travel, accommodation, and related expenses, shall be included in the Consultant's financial proposal and the agreed contract price. IsDB shall not bear any additional costs beyond those expressly agreed under the contract. Onsite activities shall be conducted at IsDB Headquarters in Jeddah, Saudi Arabia, with no visits to Regional Hubs required.
50	Kindly provide the detailed Technical Proposal evaluation scoring matrix / point allocation, including the weighting and sub-criteria for Firm Experience, Approach & Methodology, and Key Personnel, as the current Section 5 does not appear to specify the detailed points distribution.	Please refer to Addendum No. 1 to the RFP for the detailed technical evaluation scoring matrix and point allocation.



51	Kindly confirm whether any page limits, document size limits, or preferred formatting requirements apply to the Technical Proposal in addition to the prescribed TECH forms and submission instructions.	There are no page limits, document size limit or additional specific formatting requirements beyond the standard TECH forms.
52	Kindly clarify whether the 10% Performance Guarantee and/or any applicable retention is calculated on the total potential contract value covering all seven Phases, or only on the value of the Phase(s) actually awarded and activated.	The applicability of the Performance Guarantee shall be determined during contract finalization, in accordance with the Banks's procedures and the terms of the RFP.
53	Kindly confirm the applicable tax treatment for the Financial Proposal, including whether quoted prices should be exclusive of VAT and other local taxes, and whether IsDB's tax-exempt status results in any exemption from VAT and/or withholding tax for the selected Consultant.	The proposed price shall be all-inclusive of all costs, expenses, taxes, duties, levies, and other applicable charges necessary for the performance of the contract. Any tax-related obligations shall be treated in accordance with the tax provisions stipulated in the RFP and the resulting contract, including IsDB's tax-exempt status, as applicable.
54	Kindly confirm the required language(s) for all project deliverables, reports, workshops, training materials, and presentations: English only, Arabic only, or bilingual English/Arabic.	The required language for all project deliverables, reports, workshops, training materials, and presentations is English only, as specified in the RFP clarification responses.



55	Do the main project contact point(s) have Resilience/BCM experience?	Yes
56	Are the main project contact point(s) are physically located in IDB's Jeddah Head Office?	Yes
57	1. IT disaster recovery: Appendix A lists DR plans as available for the regional hubs. Do existing IT DR plans exist for headquarters, or will they need to be developed? 2.	Documents are available for IT Disaster Recovery. The documentation will require review, update and enhancement. New documents will need to be developed wherever they are not available.
58	BCM software: ·Does IDB already use a BCM software tool? ·Does IDB expect deliverables in a specific tool or template format?	1. Existing BCM Software: IsDB does not currently use a dedicated BCM software tool. 2. Deliverable Format: The consultant is required to submit all deliverables in accordance with the requirements, scope, and deliverables specified in the Terms of Reference (ToR) and RFP. No specific BCM software platform or system-based submission is required.



59	Acceptance and payment (Appendix C): Payment for each phase is made after acceptance of all deliverables in that phase. What is the acceptance review period for deliverables (for example 15 or 30 days)?	Deliverables will be reviewed by IsDB against the requirements and acceptance criteria specified. Where revisions are required, the Consultant shall address IsDB's comments and resubmit the deliverables for further review. The review period and any subsequent review arrangements shall be agreed with the successful firm during contract negotiations. Payment for each phase shall be made within 30 days following acceptance of all deliverables for that phase, in accordance with the contract.
60	Does the IT Disaster Recovery deliverable comprise an overarching IT DR plan, or also detailed recovery runbooks for individual systems/applications? If runbooks are required, please specify their number and whether existing technical recovery procedures will be supplied by IsDB's IT team.	The IT Disaster Recovery deliverable includes both the overarching IT DR plan as well as the detailed recovery runbooks for individual, business critical systems/applications. The number of business-critical systems/applications will be determined by the review and update of the BIA. The IsDB IT team will support in providing any technical details that are required to update/build the IT DR plan and runbooks.
61	Will Phase 7 completion and payment depend on delivery of the readiness report and agreed audit support, or actual issuance of the ISO 22301 certificate? Please clarify how support beyond the estimated four months will be treated where certification or remediation is delayed by IsDB or the certification body.	Phase 7 shall be completed in accordance with the deliverables and requirements specified in the ToR, including submission of the Certification Readiness Report and the agreed support during the ISO 22301 certification audit. The ToR does not explicitly state that payment is conditional upon the actual issuance of the ISO 22301 certificate. The estimated four-month period for Phase 7 is indicative. Any additional support required beyond this period due to delays in remediation, IsDB readiness, or the certification body's activities shall be subject to mutual agreement and the applicable contractual terms. Any implications for the timeline,



		scope, or additional costs shall be addressed and agreed through the appropriate contractual process.
62	Within what maximum period may subsequent phases be authorized, and for how long must their quoted prices remain fixed after contract award? May the consultant demobilize between authorized phases and remobilize upon the next written instruction, without maintaining standby resources?	The authorization and implementation of subsequent phases shall be subject to IsDB's requirements and the availability of funds and resources. The applicable arrangements, including the period for authorizing subsequent phases, the validity of quoted prices, and demobilization and remobilization requirements, shall be clarified and, where necessary, agreed with the successful firm during contract negotiations, in accordance with the RFP requirements and IsDB's applicable procurement procedures.
63	What objective acceptance criteria and review/approval turnaround will apply to each phase's deliverables? Please specify the expected number of consolidated review rounds, since payment depends on formal acceptance of the complete phase.	The ToR does not prescribe specific objective acceptance criteria, fixed review and approval turnaround times, or a predetermined number of consolidated review rounds for each phase. These arrangements shall be agreed with the selected consultant during contract negotiations, taking into account the nature and complexity of each deliverable. Formal acceptance and payment shall be subject to submission, review, and acceptance of all required deliverables for the relevant phase, in accordance with the agreed contractual terms.



64	Please provide the current IsDB Personal Data Privacy Guidelines referenced in the GCA. Are remote experts located outside Saudi Arabia permitted, and what project-specific restrictions apply to their access, processing, and storage of BCM documents and personal data?	The applicable Personal Data Privacy Guidelines and related requirements referenced in the GCA shall govern the handling of personal data. The relevant guidelines may be made available through the appropriate IsDB channels, subject to applicable access and confidentiality requirements. The permissibility of engaging remote experts located outside Saudi Arabia, and any project-specific restrictions on their access to, processing of, and storage of BCM documents and personal data, shall be subject to the applicable GCA provisions, IsDB policies, and information security requirements. The consultant must comply with these requirements and obtain the necessary approvals before accessing or processing any protected information. Any applicable restrictions on cross-border data access, transfer, processing, and storage shall be confirmed with IsDB during contract finalization and before project commencement.
65	Please confirm the agreement form to be used and the order of precedence between the RFP's Particular Conditions and the separately issued GCA. Which provisions govern where they differ, particularly concerning liability exceptions, termination, and dispute resolution?	The RFP governs the solicitation and selection process, while the agreement, including its Particular Conditions and the applicable General Conditions of Agreement (GCA), will govern the contractual relationship and the respective rights and obligations of the parties during contract execution. The agreement form and applicable contractual terms will be finalized in accordance with the RFP requirements and, where applicable, during contract negotiations. Matters such as payment terms, liability, termination, and dispute resolution will be governed by the agreement executed and its applicable conditions. In the event of any inconsistency between the contractual documents, the applicable order of precedence specified in the agreement shall apply.



66	Are the estimated phase durations working periods that exclude IsDB review and approval time? Please confirm the expected review/approval period for deliverables, the approval authorities, and whether phases may overlap where dependencies allow.	The estimated phase durations are indicative and are based on the phased implementation approach outlined in the ToR. Each firm is expected to estimate the duration of each phase as per their methodology. The ToR does not specify a fixed review and approval period for deliverables or define specific approval authorities for each phase. These arrangements shall be agreed with the selected consultant during contract negotiations
67	At what level was the existing BIA conducted- business process, activity, service, or another level ? (e.g. one BIA per department or one BIA per process)	. one BIA per department
68	Does the existing BIA cover all five IsDB Group entities, all 40 business units, and all 14 locations identified in Appendix B? If not, please identify the areas not covered.	Yes
69	If the BIA is process-based, does IsDB maintain an approved business process inventory or process management framework that identifies process owners and upstream and downstream dependencies? If so, will it be made available to the consultant?	Yes



70	Which impact categories and assessment criteria were used in the existing BIA? In particular, did it assess financial and regulatory/legal impacts, and over what disruption time horizons?	We have 6 impact categories 1.Legal, Regulatory, and Contractual Factor 2.Customer Service 3.Operational 4.image and Reputation 5.Leadership and Management Decision 6.financial
71	Did the BIA establish recovery time objectives (RTOs) for critical processes, activities, or services?	Yes
72	If so, are these supported by maximum tolerable periods of disruption (or equivalent thresholds), and are the approved results available for review?	Yes
73	Did the BIA or related IT disaster recovery work establish recovery point objectives (RPOs) for relevant applications and data? If these are documented separately, will those records be provided and included in the validation?	Yes



74	Does the existing BIA record dependencies for critical processes, including people, applications and data, facilities, third parties, equipment, and upstream/downstream processes?	Yes
75	Does it also identify minimum resource requirements and workarounds during disruption?	Yes
76	Which disruption scenarios are addressed in the current Enterprise BCP, Regional Hub plans, and other response documents? Are there existing risk assessment results or scenario assumptions that IsDB expects the consultant to use?	The existing Enterprise Business Continuity Plan, Regional Hub plans, and other relevant response documents, together with any available Risk Assessment (RA) and Business Impact Analysis (BIA) results, shall be reviewed by the consultant during the current-state assessment. These documents and assessments will serve as reference inputs for identifying existing disruption scenarios, risk assumptions, and response arrangements. The consultant is expected to assess their adequacy, identify gaps, and update or develop scenarios and related arrangements as required under the ToR. The applicability and completeness of existing scenario assumptions shall be validated during the assessment phase.



77	Among the listed trainings is there any training that is expected to be a certified training course (e.g. ISO 22301 Lead implementer...)	No
78	Which edition of ISO 22301 and any applicable amendments should the consultant use? Should the assessment also consider applicable regulatory, contractual, and internal policy requirements relevant to the Group?	The consultant shall use the applicable edition of ISO 22301, including relevant amendments, and consider applicable regulatory, contractual, and internal IsDB Group requirements.
79	Would IsDB kindly consider extending the deadline for submission of Proposals by one (1) week, in accordance with Clause 15 of the RFP?	The deadline for submission of Proposals has been extended until 25 October 2026

Sincerely

Corporate Procurement Division/ASD

Islamic Development Bank