



ANNEXURE A

TERMS OF REFERENCE FOR THE PROCUREMENT OF SD-WAN SECURE ENABLED ARCHITECTURE SOLUTION AND RELATED ICT SERVICES FOR A PERIOD OF 12 MONTHS

1. PURPOSE

The Pan South African Language Board (PanSALB) seeks to appoint a suitably qualified **Internet Service Provider (ISP)** with a reliable **Software-Defined Wide Area Network (SD-WAN) Secure Solution Architecture**.

The provision of SD-WAN and other related ICT services must be from the registered Internet Service Provider's Association (ISPA) and ICASA license.

The project must be secure by design as part of secure environment when it comes to cybersecurity capabilities. It is, therefore, a requirement and responsibility to find a reliable, responsive ICT provider to provide PanSALB with the services of SD-WAN, VPN, NGFW, Wireless Access Points connection, as well as provide switches and routers across the institution.

PanSALB seeks to have an ICT partner that will provide holistic approach with fast, reliable, secure internet fibre across all sites in South Africa.

2. PROJECT BACKGROUND

The Pan South African Language Board (PanSALB) currently has a Managed Service Agreement in place for its Multiprotocol Label Switching (MPLS)/ Metro Ethernet (ME) network that span across 11 point of presence (POP) sites across South Africa. Part of this agreement is the managed service for Firewall Services (Fortinet), which includes but not limited to the PanSALB Virtual Private Network (VPN) networks.

The agreement includes an end-to-end ITIL aligned support services provided by the current service provider such as:

- a) Event Management – A full-blown network operations command centre is in place to monitor and manage network related and firewall related events.
- b) Incident/Request and Problem Management – IT Service Management (ITSM) tooling for tracking, recording and escalation management.
- c) Change Management aligned to the PanSALB Change control policy.
- d) Monthly Service Review and reporting for the Network and Firewall.

2.1 Organisation Strategic Objective

PanSALB intends to select a preferred bidder for the management of its newly refreshed country-wide network, which includes Voice Over IP solution, Intranet, Access Points to be on VLAN and enhance its end-user experience by providing high availability to all its PanSALB site locations. By implementing the latest technologies (hardware and software) will ensure the PanSALB network and voice services are aligned to its digital transformation strategy.

The dynamic environment in which PanSALB operates may require flexibility in relation to growth, in which the preferred bidder will be required to accommodate for movements,

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additions and changes on a national scale. The PanSALB network environment is becoming increasingly centralized and therefore a reliable SD-WAN, VPN access network connectivity between sites and the Head Office is required to maintain high levels of system availability. In line with its strategic objectives PanSALB endeavours to reach all sites by increasing its delivery network. This objective demands an agile service provider with an extensive network coverage that can offer flexible connectivity options (directly or via third parties). The preferred requirement would be that all offices must have a last-mile fibre link.

The MPLS/ME represents a high cost to the PanSALB ICT annual budget therefore PanSALB is exploring lower cost circuits, without comprising optimal network availability for the PanSALB locations. A fibre link connection must be explored for all the PanSALB sites. PanSALB core objectives would include:

- Obtain a comprehensive quote (clear and unambiguous) from bidders in terms of their ability to support the delivery of the solutions and specifically the realisation of the objectives and expected benefits as stated in later sections of this document.
- Reduction in cost including the cost of WAN, VoIP services, network, equipment, and resourcing costs associated with configuration and management.
- To leverage off inter-site voice cost savings.
- Gain an enhanced view on management and visibility of the PanSALB network.
- Improved security the confidentiality, integrity, and availability of PanSALB information and systems.
- Identify opportunities for increased network performance and availability which includes a technology refresh over the contract period.
- Identify opportunities for faster and easier provisioning and configuration.

2.2 Technical Specifications

PanSALB is looking for systematic approach in addressing the required improvements as listed in the objectives above. The proposed solution in response to PanSALB’ s specific situation should be guided by best practice, industry trends and key architecture principles.

2.2.1 Technical Specifications

- All services to be delivered as per timelines mutually defined and agreed by PanSALB and the preferred bidder. This will include the management of 3rd party vendors.
- The successful bidder will ensure support (24 hours every day x 365 days in each year) for any issue related to availability and accessibility.
- The successful bidder would be solely responsible for any defect in the solution(s).
- Service Uptimes per location – The successful bidder will be required to adhere to the service levels outlined in the table below, which contains the classifications of Service Levels by priority and location type.

Service Level Type	Time to Respond	Time to Resolve	Target Uptime	Maximum Monthly Downtime	PanSALB Locations
Priority 1	15 mins	2 hours	99.99%	2 hours	PanSALB Head Office
Priority 2	20 mins	3 hours	99.95%	3 hours	PanSALB office internet breakout

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Service Level Type	Time to Respond	Time to Resolve	Target Uptime	Maximum Monthly Downtime	PanSALB Locations
Priority 3	20 mins	3 hours	99.90%	4 hours	PanSALB national offices internet breakout

- Link performance requirements will be required to proactively monitor the SD-WAN Solution and its related services to ensure high availability of the service to PanSALB in compliance with required service levels as outlined in the link performance table below.

Link	Latency	Packet Loss	Jitter
PanSALB H/O	<100ms	<1%	<25ms
PanSALB sites	<150ms	<1%	<25ms

2.2.2 Solution Implementation Roadmap

The delivery of the required services should be aligned to the PanSALB roadmap and priorities. Even though PanSALB have some of these solutions implemented in various locations, the implementation may not be successfully deployed to all the PanSALB sites and required business (with reference to ME installation). The bidders are therefore required to provide SD-WAN proposals, implementation plans and costing for each of the proposed work streams i.e. Corporate Network, Demilitarised Zoning (network segregation(s)), PABX and VoIP using Microsoft Teams.

AS IS Sites Coordinates and connection:

Site no.	Interface	Speed	Site GPS: Coordinates	Site AS IS Status
Site 1	Ethernet	100Mbps	25°44'44"S 28°12'17"E	Pretoria CONNECTED
Site 2	N/A	N/A	25°51'06"S 28°11'18"E	Centurion NOT CONNECTED
Site 3	N/A	N/A	25°28'25"S 30°58'37"E	Mbombela NOT CONNECTED
Site 4	N/A	N/A	23°54'52"S 29°27'20"E	Polokwane NOT CONNECTED
Site 5	Ethernet	4Mbps	32°58'51"S 27°54'17"E	East London CONNECTED
Site 6	N/A	N/A	33°53'00"S 18°38'06"E	Cape Town NOT CONNECTED
Site 7	N/A	N/A	28°44'29"S 24°45'53"E	Kimberley NOT CONNECTED
Site 8	N/A	N/A	29°06'35"S 26°13'04"E	Bloemfontein NOT CONNECTED
Site 9	N/A	N/A	29°51'28"S 31°01'25"E	Durban NOT CONNECTED
Site 10	Ethernet	4Mbps	25°50'12"S 25°36'44"E	Mafikeng CONNECTED

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The bidder needs to supply a converged scalable network with a view of delivering on future services (technology refresh) that will reduce costs and promote high availability.

➤ **Governance Deliverables**

- Detailed Project Plan including milestones and project phases.
- Risk Management Plan that will address risks associated with scope, quality, schedule, and cost.
- Clear and proven Project Management methodology (e.g. Agile, PRINCE 2).
- Project Execution Plans detailing the execution and monitoring of the project.
- Project Acquisition Plan describing the acquisition of materials, goods and enabling system services supplied.
- Project Quality Plan that describes the quality criteria of the project deliverables
- Project Requirements and Change Control Plan.
- Project Communications and Change Management Plan.
- Project Resources Plan that describes the key resources who will be assigned to the project including the Project Manager and Project Manager's certification
- A Service Transition Plan to ensure that there are no disruptions during the changeover phase between service providers if applicable covering a maximum period of eight (8) weeks.
- Change control processes and roll-back plans.
- Preliminary information gathering such as sites visits and site surveys and infrastructure assessments.
- Services continuity obligation to provide support for the smooth transition to new network.

➤ **Technical Deliverables**

- The Software Defined Wide Area Network (SD-WAN) which connects the PanSALB sites, and the Head Office should be made up of links of different sizes and speeds according to the business requirements of each site.
- Bidders are required to set up the WAN network localized at each PanSALB site to provide connectivity to PanSALB Head Office (Gauteng, Pretoria) through MPLS and Broadband link with SD-WAN Technology at optimal speeds.
- The bidders are required to structure their tariffs for extending SD-WAN, VoIP, and Internet services to new locations on a fixed-cost basis per technology and service type for the contract duration, while allowing flexibility for periodic price benchmarking for similar services in the market to enable PanSALB to benefit from cost reductions as technologies and services become cheaper.

• **Internet Services**

The bidder should supply an Internet Breakout on the SD-WAN that terminates at the main provider Datacentre in Pretoria 100Mbps and each provincial site should be 20Mbps with 1:1 contention ratio and will be either increased or decreased over the contract period according to the needs of the organisation. In addition, the bidder will be required to supply a second Internet Break terminating at the PanSALB head office that should be 100Mbps with contention ratio 1:1 and will be either increased or decreased over the contract period according PanSALB sites should be transported via local Power Edge (PE) routers (shortest path) to the Internet and not via the core MPLS link. A hosted managed firewall before the internet capable of web, layer 3 and layer 4 filtering, intrusion detection, and reporting and auditing should be supplied.

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- **Security**

- a) All routers including the Internet breakout router should have the ability to be remotely managed and export data to the PanSALB management tools.
- b) Connectivity devices operating systems must be patched regularly to the latest versions as per software releases.
- c) Router information and configurations must be made available for audit purposes and PanSALB or any third party appointed to audit PanSALB's network security.
- d) PanSALB will supply the successful bidder a set of rules for the initial configuration of the firewall and further change requests will be logged via the successful bidder's Service Desk.
- e) Read-only access to the firewall must be supplied to designated PanSALB technical contacts for the purpose of troubleshooting and auditing. A demilitarise zone (DMZ) must be supplied to host services such as the Website and Web portal, etc in this segment. The service provider must have the capability to provide PanSALB with hosted virtual machine instances when required in the DMZ segment.
- f) Bidders must also maintain enough technically certified personnel to supply the necessary SD-WAN services.
- g) Bidders must adhere to highest integrity standards in the industry. Bidders must be able to supply a managed firewall for which they must be duly certified by appropriate vendors (e.g., Palo Alto, Fortigate). The successful bidder must also for the duration of the contract, maintain such firewall security certification.

- **ICASA Licensing and ISPA Certification**

- a) In the case of the successful bidder being a telecommunications company, they must provide proof of valid licensing with the Independent Communications Authority of South Africa (ICASA).
- b) In the case where the successful bidder is not a telecommunications company, they must provide proof of valid membership of the Internet Service Provider Association of South Africa (ISPA), which must be in good standing. It is further required for such a bidder, that if any of their infrastructure at any point connects to a telecommunications company's infrastructure, that the dependent telecommunication company's valid ICASA licence be produced.
- c) All networking devices used in the provision of the envisaged services must be duly certified by ICASA for use in the Republic of South Africa.

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The Proposed SD- WAN Solution should have the following minimum features:

- a) On-premises Customer Edge Devices (CoE),
- b) Application visibility and Analytics,
- c) High Availability,
- d) Centralized Orchestration & Policy Management,
- e) Voice Over IP (VoIP),
- f) Video Conferencing,
- g) Application Aware Routing,
- h) Performance based App Aware Routing & Load Sharing,
- i) Segmentation & dynamic Topologies,
- j) Application Based Quality of Service (QoS),
- k) Local Internet Break out,
- l) Path Brownout,
- m) Security & Encryption,
- n) Managed Service offering,
- o) Self Service Portal,

1 List of Returnable Documents

The bidder must complete and submit the following returnable schedules:

Envelope 1: Technical Proposal

- a) 3 Written Reference Letters.
- b) Letter on a company's letter head confirming existence of the Network Operating Centre.
- c) Undertaking of back-to-back SLA with OEM on company's letter head
- d) A valid ICASA Certificate and proof of valid membership of the Internet Service Provider Association of South Africa (ISPA), which must be in good standing.

Other Additional Documentation

- a) Valid Networking certification from a legitimate vendor (e.g. Palo Alto, Fortigate etc.)
- b) Firewall Security Certification
- c) Detailed Curriculum Vitae (CV) of key technical staff (Certificates must be provided)
- d) Detailed Curriculum Vitae of the Project Manager (e.g. Agile, PRINCE2)
- e) A minimum of three (3) detailed case studies
- f) Detailed Project Plan
- g) Overview of the project management methodology
- h) A proposed draft Service Level Agreement

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Technical Evaluation Criteria

Allocation of points on functional and technical evaluation will be to criteria within the following framework:

Pre-qualification - Phase 1: Mandatory Requirements

The following is the pre-qualifying criteria that are applicable to this tender, any bidder who does not meet them will be disqualified and shall not be evaluated further.

No.	Qualification criteria	Supporting Documents Required	Reference page	Remarks
1	The Bidder must have at least three years' experience in supplying, installing, commissioning and managing of SD-WAN solutions and must have implemented SD-WAN in three institutions. The bidder must also have delivered SD-WAN, MPLS, VPN or managed broadband link or combination of both Link connectivity to 10 sites across South Africa.	3 Client letters from the previous clients where these services have been successfully completed within the predefined time. Letters are to be dated with Client letterhead and authorised signatory.		
2	The Bidder must have their own Network Operation Centre (NOC) existence in South Africa for at least three years, with a centralized call logging facility to provide 24X7X365 customer support.	Letter in a company's letter head confirming existence of the NOC, including period of operation from the bidder duly signed by authorized signatory, dated.		
3	Bidder must have Service support centres with a presence that will be able to service all the locations of PanSALB where onsite support is required in South Africa.	The bidder's support centres containing Office Address, Telephone nos., and contact person to be submitted. Undertaking on company's letter head from the bidder duly signed by authorized signatory with company seal.		
4	The Bidder must have a back-to-back service level agreement with OEM provider of physical devices.	Undertaking on company's letterhead from the bidder and from the OEM provider to demonstrate commitment which must be on a company's letter head duly signed by authorized signatory with Company seal.		
5	The Bidder must provide proof of ICASA Certification. and if applicable any partnership arrangement must be proven where ICASA certification is not issued directly to the Bidder.	A valid ICASA Certificate to be provided and proof of valid membership of the Internet Service Provider Association of South Africa (ISPA), which must be in good standing.		

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Paper-Based Technical Evaluation – Phase 2

No.	Technical Evaluation	Mark Allocation	Compliance Y/N	Bidder page reference and page number										
1	<p>Networking Networking - The bidder is required to demonstrate networking certification which is valid and current from a legitimate vendor (for example: Palo Alto, Fortigate etc.) through the provision of one networking certificate which indicates the highest level of certification.</p> <table border="1" data-bbox="296 721 935 871"> <tr> <td>Networking Certification submitted</td> <td>15 Points</td> </tr> <tr> <td>Basic entry certification</td> <td>10 Points</td> </tr> <tr> <td>No Networking Certification</td> <td>0 Points</td> </tr> </table>	Networking Certification submitted	15 Points	Basic entry certification	10 Points	No Networking Certification	0 Points	15						
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2	<p>Security The bidder is required to provide legitimate Firewall Security Certification.</p> <table border="1" data-bbox="296 978 935 1099"> <tr> <td>Security Certification submitted</td> <td>15 Points</td> </tr> <tr> <td>Basic entry certification</td> <td>10 Points</td> </tr> <tr> <td>No Networking Certification</td> <td>0 Points</td> </tr> </table>	Security Certification submitted	15 Points	Basic entry certification	10 Points	No Networking Certification	0 Points	15						
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3	<p>Technical Resources The bidder is required to provide detailed Curriculum Vitae (CV) of key technical staff that will be assigned to this project with defined roles.</p> <p>a) Specify by means of an organogram, which needs to be attached, the structure and key technical staff which will be allocated to PanSALB.</p> <p>b) CV's should demonstrate the following minimum skills of technical staff being recommended for this project:</p> <ul style="list-style-type: none"> - Please attach minimum certification of CCIE or CCNP, ITIL v3, CISSP or equivalent. - Please attach certified Solutions Architect on vendor networking devices (CCDP or equivalent); <p>c) Please provide post certification experience working on projects of a similar nature, scope, size and scale in planning, installation, configuration and supporting of MPLS/VPN/SDWAN and ISP Services.</p> <table border="1" data-bbox="296 1814 935 2009"> <tr> <td>5+ Years' Experience</td> <td>20 Points</td> </tr> <tr> <td>3-5 Years' Experience</td> <td>15 Points</td> </tr> <tr> <td>1-3 Years' Experience</td> <td>10 Points</td> </tr> <tr> <td>0 Years' Experience</td> <td>0 Point</td> </tr> <tr> <td></td> <td></td> </tr> </table>	5+ Years' Experience	20 Points	3-5 Years' Experience	15 Points	1-3 Years' Experience	10 Points	0 Years' Experience	0 Point			20		
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No.	Technical Evaluation	Mark Allocation	Compliance Y/N	Bidder page reference and page number								
4	<p>Project Manager The bidder is required to provide the detailed Curriculum Vitae of the Project Manager(s) who will be assigned to the project who has acquired the following certification and skills:</p> <ul style="list-style-type: none"> - Post Certification Experience in the management of projects of a similar nature, scope, size and scale in planning, installation, configuration and supporting of SD WAN technology and ISP Services. <p>a) Provided CV of Project Manager (s) b) Provided Project Management Certificate c) Post Certification Experience –</p> <table border="1" data-bbox="296 952 935 1115"> <tr> <td>5+ Years' Experience</td> <td>20 Points</td> </tr> <tr> <td>3-5 Years' Experience</td> <td>15 Points</td> </tr> <tr> <td>1-3 Years' Experience</td> <td>10 Points</td> </tr> <tr> <td>0 Years' Experience</td> <td>0 Point</td> </tr> </table>	5+ Years' Experience	20 Points	3-5 Years' Experience	15 Points	1-3 Years' Experience	10 Points	0 Years' Experience	0 Point	20		
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5	<p>Company Experience and Track Record To prove experience and understanding of the scope, size, and scale of this project for SD-WAN the bidder is required to provide reference letters of same/ similar projects successfully implemented where projects have been met within budget requirements.</p> <table border="1" data-bbox="244 1350 935 1960"> <tr> <td>Requirements fully met: Has successfully implemented all services of same, size and scale and has adequately experience in SD WAN technology and ISP Services contained reference letters that fully met verification requirements.</td> <td>15 Points</td> </tr> <tr> <td>Requirements partially met: Has not implemented projects on same size and scale comprising of all the elements of SD WAN technology and ISP services or partial reference verification proven.</td> <td>10 Points</td> </tr> <tr> <td>Requirements not met: Has not presented evidence of relevant experience in SD WAN technology and/ or no reference verification could be proven.</td> <td>0 Points</td> </tr> </table>	Requirements fully met: Has successfully implemented all services of same, size and scale and has adequately experience in SD WAN technology and ISP Services contained reference letters that fully met verification requirements.	15 Points	Requirements partially met: Has not implemented projects on same size and scale comprising of all the elements of SD WAN technology and ISP services or partial reference verification proven.	10 Points	Requirements not met: Has not presented evidence of relevant experience in SD WAN technology and/ or no reference verification could be proven.	0 Points	15				
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No.	Technical Evaluation	Mark Allocation	Compliance Y/N	Bidder page reference and page number
7	<p>Project Methodology Provide the overview of the project management methodology to be used and the phases included in the methodology in line with the delivery of this project Methodology provided.</p> <p>Detailed Project Plan on how these systems will be implemented. A detailed project implementation plan (including but not limited to Gantt Charts, Work Breakdown Structure (WBS), Resource Allocation, Timelines and Critical Path) with respect to operational readiness within an eight (8) week period must be provided in accordance to section 4.3.2 of this document.</p> <ul style="list-style-type: none"> (i) A good project plan presented is fully detailed and aligned to requirements, included timeframe – 10 Points (ii) An average project plan presented that partially meets requirements ((an average plan is a project plan which does not contain at a minimum the requirements of a detailed project plan listed above) – 5 Points (iii) Poor project plan presented does not meet requirements – 0 Point 	10		
9	<p>Service Levels Agreement (SLA) A proposed draft Service Level Agreement to be provided.</p> <ul style="list-style-type: none"> (i) SLA Meets the PanSALB requirements – 5 Points (ii) SLA Partially meets the PanSALB requirements – 3 Points (iii) SLA does not meet the PanSALB requirements – 0 Points 	5		
	Total Points	100		

The minimum required points for the bidder to be considered for phase three is 68 points. Any bidder that scores below the minimum threshold points of 68 points will be regarded as non-responsive and therefore disqualified.

VERY IMPORTANT: Technical documents must be arranged in sequence of the above criteria in a pack with clearly marked sections according to the headings listed above.

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Supplier Presentations – Phase 3

No.	Evaluation	Criteria	Score
1	Suppliers Presentation	1. Demonstrate the overall proposed technical solution – 5 points	5
		2. Demonstrated transition and implementation plan – 5 points	5
		3. Demonstrated enhanced capabilities and innovations aligned to PanSALB future digital requirements – 5 points	5
		4. Demonstrated reporting and deployment capabilities – 10 points	10
		5. Demonstrated technical support model – 5 points	5
		6. Demonstrated value-added services – 5 points	5
Total Points - A bidder must obtain a minimum of 25 points to qualify for the short-list. To enable the PanSALB to evaluate the entity on the above criteria, please ensure that adequate documentation is attached			35