Transnet Group ICT

Network Engineering Consultant Scope of Work & Requirements

Transnet Group ICT Project Management Office

Title	Network Engineering Consultant Scope of Work & Requirements
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1. Definitions of Acronyms

Glossary of Terms	
Acronym	Description
BAFO	Best and Final Offer
FMO	Final Mode of Operation
ICT	Information and Communications Technology
MSA	Master Services Agreement
Q&A	Questions and Answers
RFP	Request for Proposal
RFQ	Request for Quotation
SLA	Service Level Agreement
SOW	Scope of Work
VPN	Virtual Private Network

2. Document Version Control

The document version history for this Network Technology Strategy is as indicated below.

Version:	Date changed:	Changed by:	Change description:
v0.03	2019 05 15	S. Pender	Document Review Update

3. Document Purpose

This document defines scope of work and requirements for the Network Engineering Consultant.

4. Business Context & Scope Overview

The current outsourcing contract for selected Networks and Telecommunications Services with Liquid Telecom is expiring in November 2019. In view of this Transnet has decided to redefine the Network and Telecommunication Services and engage the market with the goal of selecting the most appropriate service provider with whom to contract going forward.

Transnet is about to issue a new RFP for the Networks and Telecommunications Services and would like to engage an experienced independent Network Engineering Consultant to assist with these outsourcing activities.

The Network Engineering Consultant is to provide on-going technical support, advisory and assurance services. This shall include assisting the Transnet technical team with:

1. Finalising the RFP and MSA for Network and Telecommunications Services to ensure alignment with Transnet's Business requirements and Network Services Strategy
2. Responding to technical queries raised by the RFP bidders
3. Evaluation of tenders to ensure the capability and quality of the proposed bidders, including:
    - Technical Evaluations and Recommendations
    - Bidder Reference Evaluations and Reviews
    - Due Diligence Reviews
    - Risk Assessments
4. Recommending the successful bidder to ensure compliance and minimize the risks and costs.
5. Final negotiations and appointment of the new incumbent, including:
    - Preparation of the final MSA for signature
6. Oversight of the network migration during the transition period
7. Network performance assessment

5. Objectives

The Network Engineering Consultant appointment is intended to accomplish the following objectives:

1. Conclude an outsourcing contract for the selected ICT services that is:
    a) Well defined and unambiguous
    b) Tailored to meet Transnet's business requirements
    c) Aligned with Transnet's Network Services Strategy
    d) Competitive in the market place and provides value to Transnet
2. Provide an independent oversight of the transition plans, implementation activities, and the network services migration, as well as oversight and alignment of the disengagement plans of the outgoing Service Provider.
3. Provide an independent review of the network technical solution
4. Provide an independent review of the network performance

6. Scope of Work

6.1 General

The Network Engineering Consultant is to provide Transnet with on-going technical, advisory and assurance support on the Network and Telecommunications Services RFP and MSA for the period of this contract.

6.2 Phase 1 – Pre MSA Award

Task 1. Review Master Services Agreement	Deliverables	Manhours

Objective:
Clarify the detailed Master Services contract within the RFP and ensure that Transnet's positions and contractual requirements are factored into the bidders RFP responses.
Activities performed by Network Engineer:
• Review and advise on the Master Services Agreement
  ○ Provide improvement recommendations as required
  ○ Work with Transnet Legal counsel to define the award ready version of the MSA
Transnet Responsibilities:
• Finalise the Master Services Agreement for inclusion with the RFP
	• Award ready Master Services agreement	

Task 2. Review Pricing Workbook	**Deliverables**	**Manhours**
Objective: Comprehensive pricing workbook detailing pricing methods and options. This common response format for pricing enables accurate comparison across the bidder's responses. The workbook also provides the feed for the financial analysis. **Activities performed by Network Engineer:** • Review the Pricing Workbook, identify gaps and advise on any recommended changes if required **Transnet Responsibilities:** • Attend customization workshops	• Award Ready Pricing Workbook	
Task 3. RFP Finalisation and Issuing	**Deliverables**	**Manhours**

Objective:
Provide a comprehensive and unambiguous RFP to the market
Activities performed by Network Engineer:
• Review RFP and if required, revise documents to ensure alignment with Transnet's Network Services Strategy
• Work with Transnet Strategic Sourcing to finalise RFP and issue any updates to the bidders as required
• Assemble all developed RFP material
• Review and revise RFP response templates if required
• Assist in service provider briefing
  ○ Briefing presentation
  ○ Deliver briefing
	• Updated RFP document pack
	• Service Provider Briefing Material	

Transnet Responsibilities: • Lead the activities • Issue RFP updates to Bidders		
Phase IA. Evaluation and Selection		

Description:
This phase of the project is used to:
• Evaluate the RFP bidders' responses and finalise a shortlist to progress to the next phase of the selection process
  ○ Populate the evaluation model
  ○ Manage the RFP response process
  ○ Evaluate the bidders responses and finalise the short list		

Task 1. Populate the Technical Evaluation Model	**Deliverables**	**Manhours**

Objective:
Compile an Evaluation Model that will facilitate the accurate adjudication of technical aspects of responses to the RFP and determine the shortlist
Activities performed by network Engineer:
• Review and advise on any recommended changes to the RFP evaluation model
  ○ Workshop evaluation criteria weightings
  ○ Define the evaluation team and allocate responsibilities
  ○ Finalise the model
  ○ Test and validate the model
 	
Transnet Responsibilities:
• Attend the required workshops
• Review, approve and sign-off the evaluation model
	• RFP evaluation model	

Task 2. Manage service Provider Response Process	**Deliverables**	**Manhours**

Objective:
Provide formal communications channels for RFP respondents during the response period.
Activities performed by Network Engineer:
• Assist in hosting the respondent clarification conference
  ○ Provide conference material
  ○ Assist in answering respondent inquiries
Transnet Responsibilities:
• Define the interaction process
• Schedule the clarification conference
• Setup and manage a question and answer channel and process
• Strictly manage any communications with the respondents.
	• Clarification conference material
	• Answers to enquiries	

Task 3. Evaluate Responses and select Shortlist	**Deliverables**	**Manhours**
Objective: To accurately and fairly evaluate bidder responses to establish a shortlist to take through the final negotiations process. **Activities performed by Network engineer:**	• Finalised evaluation model • Bid Evaluation Report	

• Assist in evaluation process and tasks
  ○ Develop evaluation model tutorial
  ○ Train evaluation members on how to complete evaluation model
  ○ Evaluate all respondents (purpose is to be able to assist in moderating the scoring of the Transnet evaluation team members)
  ○ Facilitate evaluation scoring finalisation process
  ○ Assist procurement in analyzing and scoring the submitted pricing
  ○ Develop the evaluation Report for governance approval
Transnet Responsibilities:
• Provide evaluation team members
• Evaluate the RFP respondents' submissions
• Participate in evaluation finalisation process
• Actively assist with report creation and approval		

Phase IB. Due Diligence **Description:** This phase of the project is used to: • Close the gap between Transnet and the shortlisted service providers where any material gaps exist. • Respond timeously to any service provider questions during the Best and Final Offer RFP response period. • Evaluate the shortlisted service providers Best and Final Offers Recommend the preferred bidder to take through to Negotiations and Deal finalisation phase		
Task 1. Discovery and Due Diligence	**Deliverables**	**Manhours**

Objective:
Verify respondents RFP response claims by carrying out visits to the appropriate Service Provider facilities and engage reference accounts.
Activities performed by Network Engineer:
• Assist in the discovery activities
  ○ Provide questions and compile template to assist in assessment
  ○ Participate and report on bidder reference evaluations
  ○ Participate and report on site visits
  ○ Information preparation
Transnet Responsibilities:
• Service Provider Due Diligence
  ○ Lead and conduct the client reference activities
  ○ Conduct site visits
• Transnet Due Diligence
  ○ Provide Service Providers with requested information
  ○ Enable and facilitate site visits and access to personnel
	• Site Visit agendas
	• Reference checking templates
	• Attend site visits
	• Due Diligence Reports	

Task 2. Closing the Gap	**Deliverables**	**Manhours**
Objective: Eradicate any material differences and assumptions	• Updated RFP Pack • Risk Assessment Report	

to enable an agreed upon position for the shortlisted service Providers to provide an accurate and binding best and final offer
Activities performed by Network engineer:
• Facilitate GAP closure Sessions
  ○ Provide structure to the sessions
  ○ Advisory service
  ○ Capture agreed positions and update documents accordingly
  ○ Maintain decision trails
• Compile templates and conduct Risk Assessment on proposals received and Due Diligence reviews
• Compile and issue Risk Assessment Report
Transnet Responsibilities:
• Lead the gap closure negotiations, make decision to close the gaps etc.
• Participate in the Risk Assessment		

Task 3. Re-submission for BAFO evaluation	**Deliverables**	**Manhours**

Objective:
Manage the process for the shortlisted Service Providers to re-submit their offers post due diligence
Activities performed by Network engineer:
• Facilitate process for the BAFO submissions
  ○ Assist with the Q&A as required
  ○ Prepare evaluation model
  ○ Conduct moderation session(s)
  ○ Document evaluation outcomes
Transnet Responsibilities:
• Ensure data availability
• Responsible for Q&A process
	• Update evaluation model
	• Selected preferred service Provider
	• Service Provider correspondence	

Task 4. Evaluate Best and Final Offer	**Deliverables**	**Manhours**

Objective:
Update the evaluation model to determine the preferred Service Provider to take through the final negotiations
Activities performed by Network engineer:
• Assist in the RFP and MSA evaluation
  ○ Consolidate individual evaluation models
  ○ Facilitate selection work sessions
  ○ Document evaluation outcomes
Transnet responsibilities:
• Evaluation team to update the evaluation model
• Participate in final preferred selection work sessions
• Select the preferred Service Provider.
	• Update evaluation model
	• Selected preferred service Provider
	• Service Provider correspondence
	• Bid Evaluation Report	

Task 5. Recommendations Development	**Deliverables**	**Manhours**
Objective: Based on the BAFO evaluation outcomes make	• Update evaluation model • Selected preferred service	

recommendations as to the preferred respondent. Issue a letter to this respondent committing to negotiations. **Activities performed by Network Engineer:** • Assist with the final RFP evaluation make recommendations • Assist in gaining governance approval **Transnet Responsibilities:** • Lead in the development of all necessary Transnet reports to take through governance approval • Procurement to issue the letter to the preferred bidder to enter into final negotiations.	provider • Service provider correspondence • Bid Evaluation Report	
Phase IC. Negotiation and Deal Finalisation Support **Description:** This phase of the project is used to: • Develop the negotiation strategy • Clear up and agree on any outstanding issues before committing to the contract • Put in place key aspect for governing the relationship, transition and implementation plans prior to signing the deal.		
Task 1. Negotiation Strategy & Schedule	**Deliverables**	**Manhours**

Objective:
Develop the negotiations strategy and schedule to expedite the final negotiations process.
Activities performed by Network Engineer:
• Facilitate schedule and strategy sessions
  ○ Facilitate work sessions
  ○ Issues prioritization
  ○ Time table development
Transnet Responsibilities:
• Team to participate and actively contribute in planning session(s)
	• Defined negotiation strategy and priorities
	• Negotiation timetable	

Task 2. Final Negotiations	**Deliverables**	**Manhours**

Objective:
Clear up and agree on any outstanding issues before committing to the contract.
Activities performed by Network engineer:
• Assist with negotiations
  ○ Participate in the negotiations as required by Transnet.
  ○ Contract advisory
Transnet responsibilities:
• Lead and drive the final negotiations process
	• Advisory services
	• Prepare final MSA for signature	

6.3 Phase 2 – Post MSA Award

Phase 2 Oversight of the Network Transition & Services Migration		

Description:
This phase of the project is used to:
• Provide independent oversight of the network implementation/ transition plans and activities to ensure appropriate delivery of the network infrastructure capabilities/processes/skills and quality to be able to consistently meet Transnet's service delivery requirements by:
  ○ Providing assistance to Transnet to manage the network transition and service migration
  ○ Provide ICT Best Practices and High-level Benchmarking
  ○ Independently review network infrastructure capabilities through assessing architectures, engineering designs, technologies and product standards
• Assess the performance and quality of the network infrastructure deployment against documented standards and industry best practices.		

Task 1. Transition Strategy and Plan	**Deliverables**	**Manhours**

Objective:
Formulation of a Transition Strategy that will minimize the risk of disruption and ensure continuity of service whilst pragmatically moving towards the Final Mode of Operation (FMO) in an expedient manner.
Activities performed by Network Engineer:
• The network Engineer will assist Transnet with
  ○ Entire transition & service migration planning activities
  ○ SLA relief periods definition and negotiations and progress monitoring to FMO SLAs
  ○ Provide best practice inputs based on previous experiences of transition projects
  ○ Provide guidance to Steercom members for decision making purposes
Transnet responsibilities:
• Drive the development of the transition strategy and planning
	• Network Transition Strategy and Plan
	• Services Migration Strategy and Plan	

Task 2. Transition Project Monitoring	**Deliverables**	**Manhours**

Objective:
Provide an informed independent review of Transition project status, across dimensions of budget, time, quality project management, governance amongst others.
Activities performed by Networks engineer:
• Network Engineer will provide
  ○ Reviews of the project status at agreed intervals (maximum six reviews)
  ○ Change management assistance
Transnet Responsibilities:
▪ Participate in task activities.
  ○ Review and act on assessment reports
	• Transition Project(s) Oversight advisory, feedback
	• Network Transition Progress Reports
	• Network Service Migration Progress Reports	

Task 3. Technical Review and Quality Monitoring	**Deliverables**	**Manhours**

Objective:
Review the appropriateness of architecture, technologies, products and implementation practices and quality to cost effectively meet Transnet contracted service Levels.
Activities performed by Network Engineer:
• Network Engineer will review and assess
  ○ Networking technical architecture
  ○ Engineering designs
  ○ Technology and product standards
  ○ Network Monitoring, Management and reporting tools and capabilities
  ○ Documentation (e.g. procedure manuals)
  ○ Network Transition Planning schedule
  ○ Network Performance on completion of the transition process
• Implementation quality assessment at key milestones
  ○ Adherence to engineering designs
  ○ Capabilities of management toolsets to be able to effectively, manage, measure and report on the infrastructure services.
  ○ Maturity of infrastructure management processes
  ○ Implementation/transition plan deliverables to include all documentation commitments and relationship management commitments
Transnet Responsibilities
• Participate in task activities
• Review and act on assessment reports
	• Network Technology Report
	• Network Design Report
	• Network Management System Report
	• Network Transition Planning Report
	• Quality Assessment reports per key milestone
	• Network Performance Criteria
	• Network Performance Reports	

Task 4. Transnet Retained Organisation	**Deliverables**	**Manhours**
Objective: Assist with defining the Transnet retained organisation required to effectively manage the relationship with the network service provider. To include the division of duties across corporate and the Operating divisions Activities to be performed by Network engineer: • Network engineer will assist in defining through workshops ○ RM structure and governance ○ Roles and responsibilities ○ Skills requirements and staffing ○ Processes **Transnet Responsibilities:** • Appropriate people to attend workshops and provide timely feedback through a review process	• Operating and Maintenance Procedure Manuals • Transnet RM function Charter	

7. Planning Schedule

The Network Engineering Consultants bid shall include a proposed detailed MS Project Planning schedule (in native and PDF formats) showing the Gantt Chart critical path to implement the network transition and services migration from the current service provider to the new service provider within six months of the new network service provider's appointment.

8. Technical Evaluation Criteria

Minimum Threshold of 70% for Technical Criteria

Network Engineering Consultant Bidders are required to demonstrate expertise in the following "Technical Criteria" areas and will be scored in terms of the scoring guideline:

Technical Criteria	Weight	Scoring Guideline
Organisational experience Bidder to provide a company profile reflecting the previous large-scale ICT and networking experience, with contactable references on the following critical elements: • Network Architecture analysis, design, and optimization • RFP scope document development (technical specifications) • Price book development for complex network solutions • SLA development including service credit models and calculations for complex network solutions • Management of large-scale network deployment	40%	0. Non-Responsive 1. Meets 1 of the critical elements 2. Meets 2 of the critical elements 3. Meets 3 of the critical elements 4. Meets 4 of the critical elements 5. Meets all 5 of the critical elements
Resources Scoring will be based on average experience of dedicated resources assigned to the project; Team expertise and experience in the similar project scope: • Bidder to provide detailed CV's with relevant qualifications of the proposed resources allocated. • Minimum of 3 years' experience required in similar project scope	50%	1 point for each 5 years of cumulative experience, in similar project scope, in the proposed team (max five points) **For example:** Senior Network Engineer = 9 years Senior Project Manager = 12 years Total = 21 years = 4 points
Reference Letters Reference letters from companies of similar size/magnitude as Transnet confirming execution of similar work previously performed to include the following deliverables; • Network Architecture analysis, design, and optimization • RFP scope document development (technical specifications) • Bill of Quantity development for Enterprise services • Price book development for complex network solutions • SLA development including service credit models and calculations for complex network solutions	10%	0. Non-Responsive 1. Meets 1 of the critical elements 2. Meets 2 of the critical elements 3. Meets 3 of the critical elements 4. Meets 4 of the critical elements. 5. Meets all 5 of the critical elements
	100%	