

# Request for Proposals

## Telecommunications as a Service (TaaS)

### Common Capability Procurement

#### Part A RFP Overview



**INTERNAL AFFAIRS**



Te Tari Taiwhenua

New Zealand Government

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# Telecommunications as a Service Request for Proposals

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# 1. Introduction

## What is Telecommunications as a Service (TaaS)?

- 1.1 Telecommunications as a Service, or TaaS, is a joint initiative between the Department of Internal Affairs (DIA) and the Ministry of Business, Innovation and Employment (MBIE), (together the TaaS Programme). TaaS aims to deliver a range of cross-government telecommunications and managed security services sourced from a competitive innovative market, which are easy for government agencies to use and can assist agencies to provide better public services.
- 1.2 TaaS is an initiative on behalf of the Government Chief Information Officer (GCIO) as the government's Functional Leader for ICT<sup>1</sup>, and was signalled in June 2013 in the Government ICT Strategy and Action Plan to 2017. More background information on the Government ICT Strategy and Action Plan to 2017 can be found at [www.ict.govt.nz](http://www.ict.govt.nz)

## Background to TaaS

- 1.3 Government agencies need and want a more comprehensive range of telecommunications and managed security services to be available across government which allows for greater and easier interconnectivity and co-operation between those agencies.
- 1.4 TaaS is a response to this need, and through this RFP process the TaaS Programme intends to select a panel of telecommunications and managed security service providers to supply integrated services that will transform the way telecommunications and managed security services are delivered, managed and consumed across government.
- 1.5 These services are a foundation for more effective and efficient inter-agency collaboration and interconnectivity for the delivery of Better Public Services objectives (in particular Result Areas 9 and 10) and supported in the Government ICT Strategy and Action Plan to 2017<sup>2</sup>.
- 1.6 Government has directed a move to an "as a service" model for several ICT technologies and services. The "as a service" model creates a shift in the way in which services will be consumed by agencies, and changes investment models from primarily capital expenditure (capex) to operating expenditure (opex). Examples of the "as a service" model include the DIA programmes for ICT Common Capabilities such as Infrastructure as a Service, Cloud-based Office Productivity Services, and Desktop as a Service.

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<sup>1</sup> Functional leadership is a key pillar of the Better Public Services change programme. It aims to improve the effectiveness and reduce the overall costs to government of common business functions. The functional leadership role to drive performance across the state service in ICT, is the responsibility of the Chief Executive of the Department of Internal Affairs/Government Chief Information Officer.

<sup>2</sup> Result Area 9 focuses on improving business' interactions with Government, and Result Area 10 on New Zealanders completing transactions with government easily in a digital environment. Refer also to [www.ssc.govt.nz/better-public-services](http://www.ssc.govt.nz/better-public-services)

- 1.7 As part of the TaaS initiative and prior to the release of this RFP, the TaaS Programme completed an early market engagement phase to better inform the programme of market capability, key players, and trends in both supply and purchasing. This phase also enabled the TaaS Programme to better understand the ability of the market to adapt to new demands, and the feasibility of doing so. A summary of the key findings of this exercise has been published on the Government Electronic Tendering Service (GETS), and is included in Part F of this RFP.
- 1.8 The following diagram summarises our process to date and outlines the intended process for the procurement phase of this RFP:

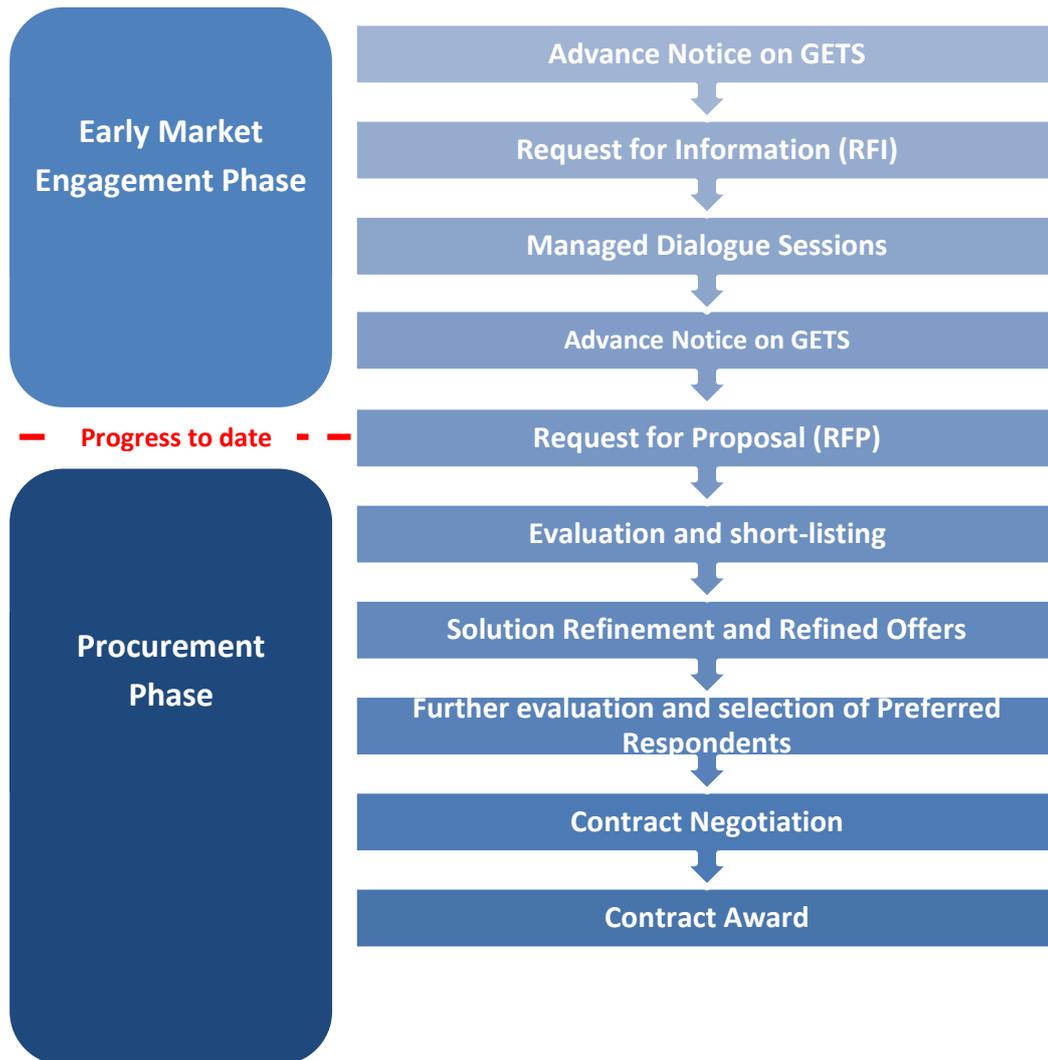


Figure 1: Telecommunications as a Service Procurement Process

## Scope of Services

- 1.9 At its broadest the scope includes any services used to deliver telecommunications and managed security across government.
- 1.10 The TaaS Programme has been tasked with identifying and delivering an outcome which will provide contestable and comprehensive catalogues of services integrated across agencies. This will allow agencies to consume a wider range of telecommunications and managed security services under a utility (or pay-as-you-go) model, which takes advantage of innovation as it becomes available and viable.

- 1.11 Following the early market engagement phase, the TaaS Programme has described the services government agencies require in terms of capabilities within “service towers” which will form the service catalogue. The Service Towers are structured to allow agencies to procure services easily across a wide range of Service Providers, and allow for simplified transition options that support agencies to evolve their operating models to consume “as a service” offerings.
- 1.12 Respondents are invited to provide a Proposal in respect of one, some, or all of the capabilities within one, some, or all of the following in-scope Service Towers:

TaaS Service Tower	Service Tower Description for in Scope Services	Examples of Services in Scope
<b>Connectivity</b>	<p><b><u>In Scope</u></b> TaaS Connectivity Services will provide the “transport” services (including wireless, mobile, fibre, copper, satellite, and PSTN) required to support intra-agency, inter-agency, and external connectivity from any authorised device and/or person to the required device and/or service.</p> <p><b><u>Out of Scope</u></b> Radio communications services will initially be out of scope as requirements and options are still under investigation as part of the Whole of Government Radio Network (WGRN project). Note that the backhaul capability needed to connect radio sites remains in scope.</p>	Core network services (such as cabling, local area networks (LAN), wireless, mobile data, wide area networks (WAN), data centre connectivity and interconnectivity and public switched telephone network (PSTN) access).
<b>Communication</b>	<p><b><u>In Scope</u></b> TaaS Communications Services will provide the communications capability and applications (including enterprise voice, video, unified communications, audio, and video conferencing) that will operate over the transport layer provided by the Connectivity Services.</p> <p><b><u>Out of Scope</u></b> Contact Centre services which are in scope for TaaS but included under the Contact Centre Tower.</p>	<p>Mobile voice services (including calling, voice, smart phone and tablet provisioning, and mobile device management)</p> <p>PSTN calling services.</p> <p>Telecommunications application services (e.g. voice over internet protocol (VOIP), unified communications (UC), audio conferencing, and video conferencing).</p>
<b>Contact Centre</b>	<p><b><u>In Scope</u></b> TaaS Contact Centre Services will provide standardised contact centre services consumable “as a service” to support the BPS Result 10 and Contact Centre Optimisation Programme (CCOP) strategic outcomes<sup>3</sup>.</p> <p><b><u>Out of Scope</u></b> Business process logic, business applications, PSTN access services and UC services (PSTN and UC are in scope for TaaS, but included in the Communications and Connectivity Towers).</p>	Contact Centre Services including the integration of PSTN and unified communications services including those provided by the Communications Service Tower, inbound and outbound call handling and routing, interactive voice response, and voice biometrics.

<sup>3</sup> TaaS is working in consultation with the Contact Centre Optimisation Programme (CCOP), led by DIA as part of the Better Public Services Result 10 initiative, which is focused on improving all of government service delivery through contact centres.

TaaS Service Tower	Service Tower Description for in Scope Services	Examples of Services in Scope
<b>Emergency Services Network (ESN)</b>	<p><b><u>In Scope</u></b>  ESN Services will provide specialist ESN services including high availability, low latency connectivity services and the service uplifts required (on standard TaaS services) to meet the higher availability, provisioning and response needs of the emergency services sector.<sup>4</sup> These services include the ability to prioritise traffic in times of congestion, prioritise response to incidents impacting TaaS services consumed by the emergency services sector, and prioritising the provisioning of services in times of emergency.</p> <p><b><u>Out of Scope</u></b>  Services related to the replacement of the Initial Call Answering Point for 111 emergency communications traffic. Note that telecommunications and contact centre services purchased by emergency services providers to handle 111 emergency communications remain in scope for future ESN TaaS services.</p>	Services specific to support the ESN.
<b>Managed Security Services</b>	<p><b><u>In Scope</u></b>  Managed Security Services support agencies to manage security risks including those associated with the consumption of telecommunication services and to remove barriers to business change across government. These include managed security services required to support TaaS outcomes to meet NZISM standards and also to manage Subscribing Party compliance with NZISM guidelines.</p> <p><b><u>Out of Scope</u></b>  Implementation of security products on platforms that are not supported under TaaS service towers (for example desktop and database security products). Note however that event response and management of security controls supported by these products may be in scope.</p>	Network related security services (including “clean” internet connectivity, firewalls, intrusion detection and prevention, remote access and secure third party access, digital certificates and authentication services) required to support the network connectivity and interoperability outcomes of TaaS. Managed security services required to support application consumption and application publishing. Managed security services required to secure devices and email.

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<sup>4</sup> The emergency services sector comprises the New Zealand Police, New Zealand Fire Service, and the Ambulance service providers – Wellington Free Ambulance and St. John.

TaaS Service Tower	Service Tower Description for in Scope Services	Examples of Services in Scope
<b>Aggregation</b>	<p><b><u>In Scope</u></b></p> <p>The TaaS Aggregation Service will deliver the services that would traditionally have been performed by an agency’s network operations manager and their network operations team. These services are made available for Subscribing Parties that do not have capability in-house or where they currently use an ITMS Aggregation Service, but they choose to buy this more specialised telecommunications and security capability to aggregate their TaaS services underneath the ITMS Service.</p> <p>This role will:</p> <ul style="list-style-type: none"> <li>• Provide a service desk (optionally a level one service desk) to manage the calls and service requests related to TaaS services.</li> <li>• Assume operational management responsibility for the service performance of Service Providers providing TaaS services (in accordance with their agreed service levels).</li> <li>• Manage end to end outcomes and service level performance across TaaS services.</li> <li>• Provide a consolidation function for the ITIL based management services provided under each TaaS service consumed.</li> <li>• Provide a consolidated management function for TaaS services in support of a wider ICT Service Aggregation role such as ITMS where this exists.</li> </ul> <p>Any service aggregator providing TaaS aggregation services to any agency will not manage the contractual relationship between the agency and its other TaaS Service Providers. The agency will retain responsibility for financial matters including bill payment.</p> <p><b><u>Out of Scope</u></b></p> <p>Aggregation of services outside of the TaaS scope.</p>	<p>Management Services (e.g. service management and aggregation) and service desk services to provide support for services included within the scope of TaaS.</p>

Common Services	Scope of Common Services Included in all Service Towers	Examples of Services in-scope
<b>Transition</b>	<p><b><u>In Scope</u></b> TaaS Transition Services will provide the design, planning and implementation services required to assist agencies to replace their legacy telecommunications services and commercial agreements with the new TaaS services. Transition services will likely include the provision of legacy services (for a transitional period) and an interconnect capability to allow the transparent co-existence of legacy and TaaS services. Transition Services may also include asset buy-back and/or transitional management of legacy agency assets and telecommunications systems.</p> <p>TaaS Transition Services also cover future requirements to implement additional or modify existing TaaS Services or to change Service Providers.</p> <p><b><u>Out of Scope</u></b> Service Providers may not offer Transition Services in isolation from other TaaS Towers. These services can only be offered by Service Providers in support of other core Service Towers (Aggregation, Connectivity, Communications, Contact Centre, Managed Security, and ESN).</p>	All services required to help agencies to transition to TaaS services, including design, planning, project management, testing and implementation services.
<b>Professional Services</b>	<p><b><u>In Scope</u></b> TaaS Professional Services will provide specialist communications consultancy, operations and implementation skills and specialist security operations and implementation skills.</p> <p>These professional services will not include security consulting services which are provided under Government’s ICT Security and Related Services Panel.</p> <p><b><u>Out of Scope</u></b></p> <ul style="list-style-type: none"> <li>• Security consulting services and other consulting services not specifically focussed on TaaS outcomes.</li> <li>• Service Providers may not offer Professional Services in isolation from other TaaS Towers. These services can only be offered by Service Providers in support of other core Service Towers (Aggregation, Connectivity, Communications, Contact Centre, Managed Security, and ESN).</li> </ul>	Specialist skilled resources to support agencies’ consumption of telecommunication services and the implementation and operation of both managed security and telecommunications services.

1.13 As technology is changing rapidly in this space the services are expected to evolve as new technology options and delivery models become prevalent.

1.14 Service Providers will be expected to incorporate flexibility to leverage innovations, any new technologies, and delivery models into their service offerings. From time to time in the future, for example where sufficient future demand is identified, additional services may be added to the TaaS service catalogue, including but not limited to variations to existing services, new technologies, and additional capabilities within the broad scope of the TaaS services. Any such changes will be made in accordance with the terms of the Common Capability ICT Agreement (largely in the form detailed in Part E).

1.15 Anticipated Future Services may include the following:

<b>TaaS Service Tower</b>	<b>Anticipated Future Services</b> (in no particular order)
<b>Connectivity</b>	<ul style="list-style-type: none"> <li>• Developing capabilities for networking (e.g. virtualisation, software-defined networking)</li> <li>• Whole of Government Radio Network Services (supporting the WGRN programme)</li> <li>• Enhanced Internet capability (e.g. security, performance, availability, commercial improvements in peering agreements)</li> <li>• Migration of core transport services from private Government network to a future public internet offering quality of service</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Developing multi-network mobile solutions (potentially accessed by a government SIM card)</li> <li>• Enhanced federation capabilities</li> <li>• Additional channels (e.g. social media)</li> </ul>
<b>Contact Centre</b>	<ul style="list-style-type: none"> <li>• Enhanced agent training solutions (e.g. new learning management tools)</li> <li>• Enhanced customer-focused services (e.g. location-based solutions, social media integration)</li> <li>• Improved remote-agent services</li> <li>• Integration with relevant new All-of-Government services</li> <li>• Emergency Services Communication Centres (e.g. 111 services)</li> </ul>
<b>Managed Security</b>	<ul style="list-style-type: none"> <li>• Support for new devices and software</li> <li>• Developing encryption and security protocols</li> <li>• Enhanced support for new threats (e.g. zero-day attacks, advanced persistent threats)</li> <li>• Advances in cloud security protection</li> <li>• Enhanced authentication and identity solutions</li> </ul>

<b>ESN</b>	<ul style="list-style-type: none"> <li>• Support for communications within secure facilities (e.g. Security levels above “restricted”)</li> </ul>
<b>Aggregation</b>	<ul style="list-style-type: none"> <li>• Developing capabilities for end-to-end service delivery</li> <li>• Support of emerging standards for service delivery</li> <li>• Developing capabilities for security management services such as a Security Operations Centre (SOC)</li> <li>• Telecommunications service brokerage<sup>5</sup></li> <li>• Managed security service brokerage</li> </ul>

## Purpose of this RFP

1.16 This RFP invites suitably qualified and experienced Service Providers to submit Proposals to deliver some or all of the TaaS services as part of an open panel arrangement. We expect that TaaS will enable:

- a more competitive and contestable marketplace for telecommunications and managed security services;
- a shift of telecommunications asset ownership and specialist skills to Service Providers;
- a reduction in the cost and complexity of inter-agency connections and connectivity to shared services;
- telecommunications complexity and security to be removed as a barrier to change;
- an improved security risk profile across government;
- a sustainable reduction in government’s annual spend on telecommunications; and
- rapid uptake of TaaS services through an attractive service proposition with low barriers to agency uptake.

1.17 As a Common Capability ICT procurement, MBIE will enter into a separate CC ICT Agreement for the procurement of TaaS Services with each of the Successful Respondents. Authorised Parties (defined in Appendix A of Part B) will be able to procure the TaaS Services by signing up to a TaaS Subscription Agreement with the Service Provider(s). The CC ICT Agreement structure is explained in more detail in Part A, paragraphs 1.34 to 1.42.

1.18 This RFP sets out the process, scope, and requirements for Proposals, including:

- the procedural instructions that each Respondent must follow when preparing and submitting a Proposal;
- information on the Evaluation Process, including the Evaluation Criteria;
- the Terms and Conditions of this RFP, that each Respondent will be deemed to have agreed to without qualification when it submits a Proposal;

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<sup>5</sup> A service brokerage model provides the same functionality as the aggregation model with the key difference being that the broker would select the Service Providers and create its own commercial relationships with them. The broker would then present the outcome to the Subscribing Party as if it was a single provider.

- the scope of and requirements for the TaaS Services; and
- the information that must be included in each Proposal and the format that each Proposal must follow.

## Objectives and Expected Benefits for Government and Service Providers

1.19 The objective of the TaaS Programme is to establish a cross-government telecommunications and managed security service that agencies can consume. This RFP also provides Service Providers with an opportunity to influence the future delivery of better public services for all New Zealanders, making it easier for citizens to do business with government.

1.20 Government and Service Providers, together, have the opportunity to transform government’s current ecosystem to an “as a service” delivery model, establishing a cross-government service that will allow Service Providers the ability to co-create solutions and outcomes to:

- remove the need for government to own specialist technology assets and to maintain specialist technology skills;
- improve interoperability between government agencies and Service Providers, leading to improved agency and citizen experiences;
- create greater inter-operability and communication capability between agencies and across carrier networks;
- significantly lower the cost of change for all telecommunications services;
- reduce duplication (of services and connections) across government;
- create a government telecommunications architecture and catalogues of services that support a “connected once, connected to all authorised government services and networks” outcome;
- allow for connectivity (by default) to all Infrastructure as a Service (IaaS) data centres from any authorised government device;
- create a market that supports innovation and continually evolves services, taking advantage of new technology opportunities to better respond to government’s changing needs;
- ensure services are able to be provided and consumed in a secure manner;
- provide managed security services that support and enable agencies to embrace cloud and mobile technologies and better support secure cross-agency services and sharing;
- require Service Providers to offer a clear roadmap for the evolution of their TaaS services and offer a low risk migration path from agency’s legacy networks and services;
- provide low barriers to entry, with low transition cost and risk, and strong commercial support from Service Providers to transition customers ahead of existing contract end dates (without penalty);
- decrease the total cost of ownership of telecommunications and managed security services to government;

- reduce costs to Service Providers; and
  - increase value for money.
- 1.21 These objectives and benefits also support DIA's drive (as government's ICT Functional Leader) to increase Common Capability uptake by expanding and driving contestability in government consumed telecommunication and managed security services, as detailed in the New Zealand Government's ICT Strategy and Action Plan to 2017.

## The Market Engagement Process to Date

- 1.22 In June 2014, the TaaS Programme released a Request for Information to the market. This RFI resulted in a number of responses, and the programme team and representatives from government agencies engaged with 28 Service Providers over a series of 71 workshops and 12 quick fire sessions. The face-to-face meetings with Service Providers were supported by additional written submissions from approximately 50 Service Providers.
- 1.23 The TaaS early market engagement process highlighted that the market contains two key groups which support TaaS - (i) larger carriers, and (ii) systems integrators and specialist telecommunications service providers.
- 1.24 The larger carriers, through their investment in core telecommunications infrastructure, were found to have the ability to provide a full vertical stack of services that are easy for government agencies to consume.
- 1.25 Systems integrators and specialist providers demonstrated through workshops and written submissions, the desire and capability to offer new and innovative thinking and advice contributing to government's strategic objectives. The narrower scope of services offered by this segment of the market has traditionally been more difficult for government agencies to consume largely due to the need to integrate services from multiple providers.
- 1.26 The findings from the early market engagement highlighted the potential for significant benefits if government was able to easily consume services from both market segments. As such, ideal commercial models for TaaS will allow government to benefit from the innovation and leadership from both specialist providers, as well as the larger carriers who are also making a significant investment in New Zealand's core telecommunications infrastructure. Further details of the early market engagement findings are located in Part F.

## Demand for Services

- 1.27 The following Eligible Agencies have formed the group of initial participating agencies for this RFP. These agencies expect to consume the service as soon as practicable after the service is available:
- Department of Conservation
  - Department of Internal Affairs
  - Inland Revenue
  - Ministry of Business, Innovation and Employment

- Ministry for Primary Industries
  - Ministry of Social Development
  - New Zealand Defence Force
  - New Zealand Police (also representing the emergency services sector)
  - New Zealand Trade and Enterprise
- 1.28 A high level assessment of the New Zealand telecommunications market (using information from agencies and IDC reports) suggests that existing Service Providers providing services within the scope of the TaaS initiative generate an estimated \$5.8 billion per annum across both residential and business (including government) customers. Government’s investment in the services within the scope of TaaS is estimated to be in excess of \$500 million per annum (or in the region of 10% of the total New Zealand market and nearly 30% of the business market).

## Strategic Context

- 1.29 Government agencies are working to deliver the key strategic outcomes identified in the Better Public Services strategy as endorsed by Cabinet.
- 1.30 In support of this strategy, and in its role as Functional Leader for ICT, DIA has published the Government ICT Strategy and Action Plan to 2017 (published in June 2013 and available at [www.ict.govt.nz](http://www.ict.govt.nz)) to guide the development of government ICT capability through to 2017.
- 1.31 TaaS is identified as one of the actions in the ICT Strategy & Action Plan to 2017 and provides a foundation capability for the achievement of other initiatives in this plan.

## Relationship to Other Initiatives

- 1.32 TaaS provides another foundation layer of Common Capability, building on the success of existing capabilities (such as one.govt and the All of Government contracts, including Mobile, Voice and Data agreements) that have been put in place by government. TaaS provides the connectivity and security services required to support and further integrate the existing family of ICT Common Capabilities including Infrastructure as a Service (IaaS), Desktop as a Service (DaaS) and Office Productivity as a Service (OPaaS).
- 1.33 TaaS will also provide the technical foundational capabilities for the achievement of Better Public Service Result Areas 9 and 10, including the core capabilities to support the delivery of the transformational channel directions being defined by the CCOP initiative.

## Contractual Structure

- 1.34 A CC ICT Agreement will govern how government will purchase the TaaS services from each Successful Respondent. MBIE will enter each CC ICT Agreement with each Service Provider as “Lead Agency”. The term of each CC ICT Agreement is expected to be five years, with three rights of renewal for government of two years each (such that each agreement could potentially have a term totalling 11 years).

- 1.35 There will be one CC ICT Agreement for each Service Provider and the TaaS Programme aims to ensure that the terms of all CC ICT Agreements for TaaS Services between MBIE and the Service Providers will be substantially the same (with the exception of the range of services each Service Provider is offering). The draft CC ICT Agreement is contained in Part E of this RFP.
- 1.36 As detailed in paragraph 1.34 above, the CC ICT Agreement will be entered into by MBIE as “Lead Agency”; however it is expected that MBIE will work closely with DIA who will implement and operationalise the CC ICT Agreement. It should also be noted that all CC ICT Agreements entered into with Service Providers have the potential to be transferred to DIA at a future date.
- 1.37 The CC ICT Agreement enables Authorised Parties to sign up with the Service Provider for services offered by that Service Provider under the CC ICT Agreement by executing a “TaaS Subscription Form”. The “TaaS Subscription Form” and the “TaaS Subscription Terms”, together form the “TaaS Subscription Agreement” between each Subscribing Party and the Service Provider. These documents are contained in schedules to the CC ICT Agreement.
- 1.38 Authorised Parties may enter into TaaS Subscription Agreements with one or more Service Providers on the TaaS panel and may consume one or more services within one or more Service Towers.
- 1.39 Each of the CC ICT Agreements and each Subscription Agreement are entirely non-exclusive. Agencies are not obliged to procure any TaaS services or procure from any Service Provider on the TaaS panel.
- 1.40 The TaaS Programme is required to submit the agreed form of CC ICT Agreement to MBIE’s Procurement Functional Leadership Advisory Group (PFLAG) for approval prior to execution.
- 1.41 The aim of TaaS is to create a catalogue of compelling telecommunications and managed security services that agencies actively adopt. Although we anticipate that mandating TaaS services will not be required, it is an option available to government to drive system-wide outcomes and will be considered as the potential service catalogue is defined and understood.
- 1.42 The existing GCIO ICT mandate within the scope of this RFP will remain in place until we have a good understanding of the new service arrangements and any mandate can be considered within this context. This consideration may result in the modification, removal or enhancement of this mandate.

## Panel Arrangements

- 1.43 As mentioned earlier in this RFP, the intention of the TaaS Programme is to establish an open panel of Service Providers who have been selected through this RFP process to provide a range of service catalogues to deliver a variety of common capabilities for government agencies.
- 1.44 An agency may choose to enter into Subscription Agreements with one or more Service Providers for one or more services within one or more Service Towers.

- 1.45 An agency may also choose to use a service aggregator to manage their selected catalogue services. Under this arrangement, a service aggregator may manage the TaaS outcomes - including the operational performance of all TaaS services on behalf of the Subscribing Party, regardless of their choice or mix of Service Provider(s). It is intended that this model, if selected, will allow an agency to consume services from a range of Service Providers to take advantage of innovative services, while simplifying the operational management of the service solution as a whole. Transition services should offer a range of adoption and transition options for agencies to leverage as they evolve to the “as a service” consumption models.
- 1.46 Reflecting the open panel nature of this Common Capability procurement, the TaaS Programme reserves the right to appoint additional providers to the panel during the contract period. If this occurs, any addition or change will be made consistently with the Government Rules of Sourcing and the five key principles of government procurement<sup>6</sup>.
- 1.47 Ideally the panel make up will allow for a range of contestable service offerings across Service Providers. However, in limited instances (for example where a service solution includes unique services) services within a particular Service Tower may only require a single provider. Until the evaluation process has reached a certain stage, guidance on the likely panel makeup cannot be finalised.
- 1.48 In determining which Service Provider an agency seeks to enter into a Subscription Agreement with, an agency will follow an approved secondary procurement process. Such determination is expected to be made (in the agency's discretion) with reference to the nature, volume, quality and availability of the service offerings and charges, and may be made by a direct approach to a Service Provider, obtaining succinct proposals from some or all Service Providers, or a combination of these approaches.

## 2.RFP Timeline and Contact

### RFP Timeline

2.1 The key milestones for this RFP are set out in the table below.

Key Milestone	Time	Date
Advance notice of TaaS RFP issued, including an invite for potential respondents to register a TaaS briefing to be held on 1 December 2014	-	17 November 2014
Close date for registrations to attend the TaaS Respondent briefing (as detailed in the advance notice)	5.00pm	26 November 2014
RFP Issue Date (Clarification Period begins)	-	28 November 2014
Briefing for registered TaaS Respondents	10.30am	1 December 2014

<sup>6</sup> Further information can be found at: [www.business.govt.nz/procurement](http://www.business.govt.nz/procurement)

Key Milestone	Time	Date
Notification of Intent to Respond to RFP closes	12.00 noon	12 December 2014
Christmas break begins. Responses to clarification questions may be submitted and will be responded to after 5 January 2015	1.00 pm	24 December 2014
Christmas break ends	9.00 am	5 January 2015
Clarification Period ends	12.00 noon	30 January 2015
<b>Closing Date of RFP</b>	<b>12.00 noon</b>	<b>Thursday 5 February 2015</b>
Acknowledgement of RFP responses issued	5.00pm	Monday 9 February 2015
Evaluation of Proposals commences	-	10 February 2015
Short listed Respondents notified and invited to solution refinement workshops	-	March 2015
Solution refinement	-	March - April 2015
Clarification and due diligence period	-	February – July 2015
Preferred Respondents notified	-	May 2015
Refined offers from Preferred Respondents	-	May / June 2015
Negotiations commence with Preferred Respondents	-	June 2015
Final agreement reached with Successful Respondents	-	July 2015
Contract Award notification	-	July 2015

2.2 The milestones and associated dates in this timeline are indicative only and may be subject to change at the absolute discretion of the TaaS Programme. Please refer to Part B of this RFP for the RFP Terms and Conditions. The TaaS Programme will notify Respondents of any changes to these dates that it considers may affect Respondents, by notice on the GETS Website.

## Contact Person

2.3 If you have any enquiries or require any clarification regarding this RFP, these must be referred to the Contact Person below:

### TaaS Contact Person

Grant Smith  
 Programme Manager  
 Department of Internal Affairs  
 Email: [taas@dia.govt.nz](mailto:taas@dia.govt.nz)

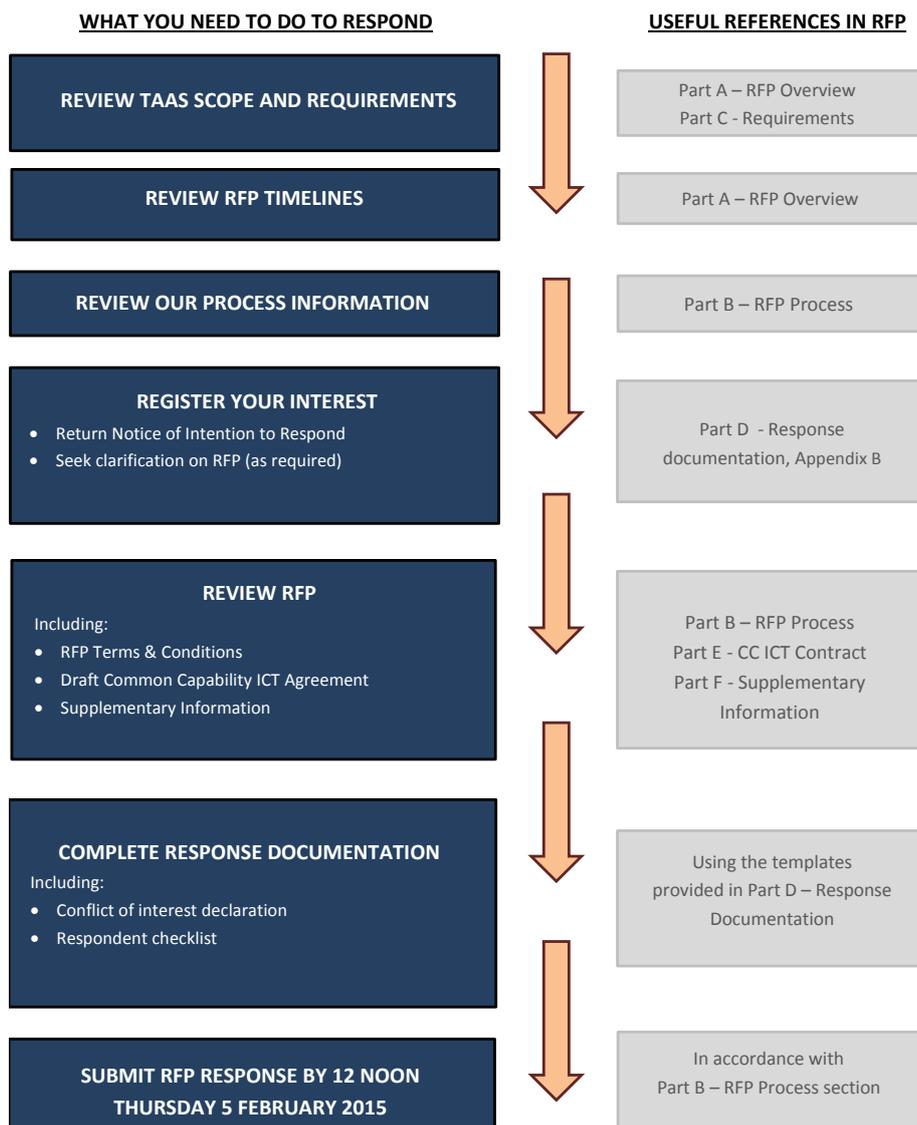
# 3. How to Respond to this RFP

## Responding to this RFP

3.1 This RFP is made up of the following six parts:

- Part A RFP Overview
- Part B RFP Process, Evaluation Process, and Terms and Conditions
- Part C Our Requirements
- Part D Response Documentation
- Part E Draft Common Capability ICT Agreement
- Part F Supplementary Information

3.2 An indicative guide outlining the steps for Respondents to prepare and submit their RFP response, along with references to specific sections and appendices in the RFP Documentation, is detailed below.



## Part B is the RFP Process Information

- 3.3 Important information regarding this RFP, including key details about the process, the evaluation process, a glossary, and the Terms and Conditions which govern the process are provided in Part B. By submitting a Proposal, each Respondent will be deemed to have agreed to the process and the Terms and Conditions without reservation or variation.
- 3.4 Each Respondent must ensure that they have read and fully understood the contents of this RFP (including the information contained in Part B) before submitting their Proposal.

## Part C is the TaaS Programme Requirements

- 3.5 The technical requirements in this RFP (incorporating both functional and non-functional requirements) for TaaS services are documented in Part C. The requirements are grouped into sections by Service Tower. A number of general requirements relating to transition services, professional services, general service requirements, and NZISM security controls applicable to all Service Towers, are listed in section 2 of Part C.

## Part D is the Response Documentation

- 3.6 Part D of this RFP contains a series of Response Templates which Respondents are required to use in completing their Proposal. These templates have been provided to help guide Respondents in putting together their Proposal by clearly setting out the information required by the TaaS Programme. The response fields in the tables provided are free-form and not fixed in their dimensions. While Respondents are encouraged to include as much information as necessary to answer the question, Respondents should ensure that they keep answers within the table template and question structure provided.
- 3.7 Respondents are required to ensure responses to the pricing component are contained in a separate document from the remainder of their Proposal and that no reference to price is made in any non-price section of the Proposal.
- 3.8 Further instructions on the proposal format and content are included in the RFP documentation in Parts B and D. We strongly recommend Respondents familiarise themselves with all information and instructions in Parts B and D when completing their Proposals. Frequently Used Terms for the services are listed in Part D – Response Template Instructions.
- 3.9 Nine Response Templates are provided in Part D as follows:
- Commercial Response Template (required)
  - Aggregation Tower Response Template (optional)
  - Connectivity Tower Response Template (optional)
  - Communications Tower Response Template (optional)
  - Contact Centre Tower Response Template (optional)
  - Managed Security Tower Response Template (optional)

- Emergency Services Network (ESN) Response Template (optional)
  - Common Services Response Template (required)
  - Pricing Response Template (required)
- 3.10 Optional Response Templates should be completed by Service Providers intending to bid for the provision of the TaaS services listed in the relevant Service Tower.
- 3.11 In addition to the nine Response Templates detailed above, Part D also contains:
- a notification of intention to respond to this RFP (which must be completed and returned by 12 December as detailed in the RFP Timeline contained in this section);
  - an information release letter to allow for the release of agency specific contract and pricing terms to the TaaS Programme team (which is a mandatory requirement and must be completed and returned with the submission of your Proposal by the Closing Date);
  - a Respondent’s conflicts declaration form (which must be completed and returned with the submission of your Proposal by the Closing Date); and
  - a Respondent Checklist which is a mandatory requirement and must be declared by an authorised representative of your organisation and returned with the submission of your Proposal by the Closing Date).

## Mandatory Requirements

3.12 The following Mandatory Requirements must be met in order for Respondents to be eligible for evaluation in this RFP process. These Mandatory Requirements are also detailed (for Respondent’s to complete) in section 1.5 of the Commercial Response Template in Part D. Only Respondents capable of meeting ALL of these Mandatory Requirements should submit a response to this RFP.

The Respondent <b>MUST</b> meet the following mandatory requirements	
1.	Respondents must complete and submit all required Response Documentation (as detailed in Part D) in relation to this RFP, including the acceptance or provision of amendments to the terms of the CC ICT Agreement, and the declaration of the Respondent Checklist.
2.	Respondents must confirm (yes or no) whether, if appointed to the panel as a Service Provider, they agree to release agencies (on request) from existing agreements (if any) for services within the scope of TaaS and Future Services, should the agency choose to transition to TaaS services. Where Respondents agree to release agencies, they must identify all applicable terms, charges or penalties associated with the release (if any) in the Commercial Response Template attached to Part D.
3.	Respondents must agree to provide an information release letter (to be reproduced on a Respondent’s letterhead and signed without qualification) to allow for the release of agency specific contract and pricing terms to the TaaS Programme team as specified and in the form attached to the Response Documentation at Part D.

3.13 Respondents are asked to indicate their compliance with the Mandatory Requirements in the Commercial Response Template in Part D, Mandatory Requirements Table, paragraph 1.5, of this RFP, and may also be asked to provide evidence to support their declaration.

## **Pricing Response Template**

- 3.14 The Pricing Response Template in Part D must also be completed for those services sought by this RFP for which Respondents wish to bid.

## **Part E is the Draft CC ICT Agreement**

- 3.15 All Successful Respondents will be required to enter into a CC ICT Agreement substantially in the form of the draft document contained in Part E. Specific instructions about how to complete the Response Documentation in relation to the CC ICT Agreement are provided in section 1, Draft CC ICT Agreement, paragraphs 1.9 to 1.15, of the Commercial Response Template in Part D.

## **Part F Provides Supplementary Information**

- 3.16 Part F contains supplementary information regarding the RFP. Information in this section includes: an Emergency Services Network overview, a summary of the key findings from the TaaS Programme's early market engagement process, and case studies for DIA, Emergency Services Network, Inland Revenue, Ministry of Business, Innovation and Employment, Ministry for Primary Industries, and Ministry of Social Development. These case studies are referred to in the Part D Response Template questions. The template includes pricing questions, and also provides Respondents with an opportunity to demonstrate how their solutions meet TaaS objectives with a particular focus on the RFP evaluation criteria and value for money.