



STATKRAFT NORFUND POWER INVEST AS
OSLO, NORWAY

REQUEST FOR PROPOSAL
FOR
OUTSOURCING OF
DESIGN, DEVELOPMENT,
DEPLOYMENT, OPERATIONS AND SUPPORT
OF MICROSOFT SHAREPOINT INFRASTRUCTURE

REF # No. itsnpi.rfp012013.

Bid issue date: September 1, 2013

Deadline for submission of proposals: October 10, 2013

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Content of the Request for Proposals

The complete Request for Proposals includes the following:

Section A: Instructions to Bidders

Section B: Terms of Reference (Technical requirements / Scope of Work)

Section C: Draft Contract Agreements and Conditions

Annexes:

- Annex 1 - Evaluation Criteria and scores
- Annex 2 – Design of SPNI SharePoint Farm in Production

Definitions and Abbreviations

The terms used in this RFP and the subsequent contract shall have the following meanings:

Bidder	A legal entity entitled to submit a proposal in response to this bid
Vendor /OSP	The awarded bidder selected to perform the project's scope of Work
Contracting Authority	Statkraft Norfund Power Invest AS – Norway
Days/months/years	Calendar days/ months/years
Project	Outsourcing of design, development, deployment, operations and support for Microsoft SharePoint infrastructure.
ITIL	Information Technology Infrastructure Library
Government	Government of Norway
N/A	Not applicable
RFP	Request For Proposals
ToR	Terms of Reference
SNPI	Statkraft Norfund Power Invest AS also known as SN Power
ITSM	Information Technology Service Management
OSP	Outsourced Service Provider
WO	Work Order
SLA	Service Level Agreement
Current OSP	Existing Outsourced Service Provider, providing services to SNPI

Section A. Instruction to Bidders

In submitting proposals, bidders must comply with all instructions contained in this RFP document. Failure to submit a proposal containing all the specified information and documentation (incl. All completed forms and templates, and a declaration that specified ToR will be accepted) within the stated submission deadline will lead to rejection of the proposal.

Article A.1: Tender Process Deadlines

*Deadline for bidder registration	September 26, 2013
Deadline for requesting clarifications from SNPI	September 27, 2013
Last date for issuing clarifications by SNPI	September 30, 2013
Deadline for submission of proposal	October 10, 2013

***Note:** Interested bidder(s) may register their email address for communication by sending an email to itsnpi.rfp012013@snpower.com with "**Ref: itsnpi rfp012013**" as subject line.

Article A.2: Packing and Labelling of Proposals

Each submitted proposal must comprise a technical offer and a financial offer, each of which must be submitted separately. Each technical offer and financial offer must contain one original, clearly marked "Original", and 2 copies, each marked "Copy".

Article A.3: Submission of Proposals

Proposals must be submitted either by recorded delivery (official postal service/registered post/courier) or hand delivery directly to SNPI in return for a signed and dated receipt to the following address:

IT DIRECTOR

SN POWER

LILLEAKERVEIEN 6

PO Box 200, LILLEAKER

0216 OSLO, NORWAY

Note: Proposals submitted by any other means (i.e, fax or e-mail) will be rejected. Any deviation from these instructions (e.g., unsealed envelopes or references to price in the

technical offer) is to be considered a breach of the rules, and will lead to rejection of the proposal.

The outer envelope should carry the following information:

- a) The address for submission of proposal indicated above
- b) The reference code of the bid to which the bidder is responding
- c) The name of the bidder

The pages of the Technical and Financial offers should be numbered.

Article A.4: Proposal Contents

A.4.1 Technical offer

The Technical offer must include the following documents:

- ***Letter of Submission** on Vendor's letterhead signed and stamped by the person in charge or the Vendor's authorized representative acknowledging the Vendor's agreement to the terms and conditions of this RFP and certifying that all information offered in the submitted proposal are true, accurate, and complete.
- **Full contact details** of the key person in the company in case of any clarification requirements.
- **Table of Contents**, including page numbers.
- ***An executive summary** section should contain a summary of the vendor's proposal written for non-technical personnel. The summary should define:
 - the overall services offering including the proposed services / approach / strategy / project management approach, manpower resourcing, deliverables, quality assurance approach, service level agreements (SLAs) and associated support services.
 - State the number of resources to cover and provide the services & applications required herein Section- B of this RFP
 - explain how the proposed services offering is geared to address SPNI's business requirements and objectives.
- **Audited Financial Statements** for the past three year.

- The bidder should have a minimum of five years experience in designing, deploying, maintaining and supporting multitier web database applications.
- Copy of valid trade **license/ Legal registration documents**
- ***Business references** the overall services experience of the vendor, including customer references for services delivery of a similar nature and volume that verify that the bidder has a satisfactory performance record and demonstrate that the bidder has the capability of meeting the project requirements. The references should specify the bidder's relevant contribution to each listed project. References can only be considered if the bidder clearly lists a point of contact in the client organization for that project (name, address, telephone number, etc.).
- ***Provide list of countries and cities with local representatives/presence.**
- ***Bidder's Project organisation chart prepared to address SNPI's objectives.**
- ***Details of key experts and project's staff incl. their language capabilities, their employment status with the bidder.**

***Note:** After the bid opening and in case bidder did not submit the required documents stated above, the proposal will be administratively rejected without further consideration for review and evaluation.

A.4.2 Financial offer

The Financial offer should be quoted in USD (United State Dollars) currency, inclusive of all costs and all applicable tariffs and /or taxes.

The Bidder should quote his/her prices clearly stating the total amount "not to exceed basis" per hour OR month OR year OR per job or the case may be for providing the required services/deliverables as per the RFP requirements stated in Section B showing a breakdown of the fee structure (i.e. : This should show the charges to be paid to the Vendor and the rates per hour if any etc).

Important Notes to bidders in preparing the financial offer:

- A. It is bidder's responsibility to examine and consider all the Rfp requirements while preparing the financial proposals and estimate all types and cost of resources, duration necessary to provide the services requested in Section B- herein.

- B. Bidders should quote the prices including all anticipated costs associated with all resources (i.e: over-time payment outside normal working hours, allowance, travels expenses if any, communication expenses. etc)
- C. Bidders should provide the financial offer in the following format:

State the financial offer if providing the services requested herein Section B with

Service/Resource	Fee structure
XX	XX
XX	XX
XX	XX
*Service Desk (End-User)	Monthly recurring cost
*Operations & Maintenance of Backend System	Monthly recurring cost per service / system / application

***Note:** SLA must be provided.

Article A.5: RFP Terms and Conditions

Failure to meet the specified terms and conditions of this RFP at the time of award will result in disqualification of the Bidder.

Article A.6: Validity of Proposal

Proposals must remain valid and open for the acceptance of the SPNI for 120 days from the RFP closing date. Proposals specifying a shorter acceptance period will be rejected.

Article A.7: Incomplete and Late Offers

Incomplete and late proposals will not be accepted. It is the bidder's responsibility to ensure that the proposal is submitted complete, on time and in accordance with the RFP terms and conditions. Late proposals shall be returned to Bidders unopened.

Article A.8: Inquiries

Bidders may submit questions in writing through e-mail to the following address and before the deadline stated in the table of tender deadlines (Article A.1:).

Email: itsnpi.rfp012013@snpower.com

Any clarification issued by SNPI will be communicated in writing to all the bidders before date stated in the table above. No further clarifications will be given after the stated date.

Article A.9: Alteration of Proposals

Bidders may alter their proposals by written notification by post or email prior to the deadline for submission of proposals stated in this RFP. No proposals may be altered after this deadline.

Article A.10: Costs for preparing proposals

Under no circumstances will SNPI accept liability for any costs incurred in connection to the preparation and submission of proposals even if SNPI decides to reject all the proposals or cancel the tender altogether.

Article A.11: Clarification

During the evaluation process, SNPI may request additional information from bidders with regard to the submitted proposal if deemed necessary by the tender evaluation committee.

Article A.12: Evaluation of proposals

The evaluation process will identify and recommend the proposal which is technically superior at reasonable price.

- The weight of the technical factors = 70 %
- The weight of the cost = 30 %

Only proposals with average scores of at least 70 points in the technical evaluation criteria set out at Annex 1 qualify for the financial evaluation.

A.12.1 Technical evaluation of bids

The technical quality of each bid will be evaluated in accordance with the evaluation criteria specified in Annex 1 of this RfP document. No other award criteria will be used. The award criteria will be examined in accordance with the requirements indicated in this RfP.

A.12.2 Evaluation of financial offers

Upon completion of the technical evaluation, the financial offers of those bidders who passed the technical evaluation stage will be opened.

Article A.13: Amendments

During the proposal submission period, if SNPI decides to modify/ change any requirement/s of the RfP, [the modification/s shall be released through the issuance of an

amendment to the RfP.] Any amendment will be issued by email and will be sent to all bidders who have shown interest in bidding on or before September 26, 2013 (Article A.1:).

Article A.14: Confidentiality

The entire evaluation procedure is confidential and all proposals are for official use only and may be communicated neither to the bidders nor to any party other than SNPI.

Article A.15: Ownership of Proposals

SNPI retains ownership of all proposals received as part of this tender. Consequently, bidders have no legal right to have their proposals returned to them.

Article A.16: Bid Cancellation

SNPI has the right at any stage in the bidding process to cancel the whole bid without justification to any of the bidders. In the event, Bidders will be notified by email.

Article A.17: Discussion/Negotiation

SNPI may initiate discussions should clarification or negotiation be necessary. Bidders should be prepared to provide qualified personnel to discuss technical and contractual aspects of the proposal.

Article A.18: Award of Contract

SNPI reserves the option of contracting only for a portion of the specified project scope or accept partially from technical or financial offer (Article A.4.2) or of not awarding a contract to any bidder. Final approval to enter into a contract, and the scope of services to be provided pursuant to the contract, rests with SNPI. A contract may be awarded to more than one bidder based on the quality of the proposals and SNPI's needs.

Section B. Terms of References

Article B.1: General background and SNPI objectives

Statkraft Norfund Power Invest AS is a renewable energy company that invests in emerging markets.

SN Power was established in 2002. Its owners are the Norwegian state entities Statkraft (60%) and Norfund (40%). The company's mission is to become a leading hydropower company in emerging markets, contributing to economic growth and sustainable development.

SN Power has invested more than USD 1100 million in equity through acquisitions and development of hydropower projects in Asia, South/Central America and Africa. Currently, SN Power is involved in hydropower generation in the Philippines, Nepal, India, Brazil, Chile, Panama and Peru. Hydropower projects are under constructions and/or assessment in Peru, Brazil, Nepal, India, Vietnam, Costa Rica, Panama, Zambia, South Africa and the Philippines. SN Power's share of installed capacity in these operating plants and construction projects amounts to 1192 MW, and an annual mean generation of almost 5 TWh.

SN Power and its subsidiaries had 494 employees worldwide at year-end 2011. In 2011, 715 people were employed through non-consolidated joint venture companies in which SN Power is a partner.

As part of the Statkraft Group, SN Power has a strong industrial foundation that builds on more than 100 years of developing, owning and operating hydropower in Norway. Statkraft is the largest renewable energy company in Europe with about 57 TWh in annual electricity production. In 2011, Statkraft's gross operating revenues (underlying) were 22.3 billion NOK.

Norfund is a Norwegian development financial institution (DFI) which invests risk capital in profitable private enterprises in Africa, Asia, Latin America and the Balkans. Through Norfund, SN Power has access to significant experience and expertise in conducting investments in emerging markets.

Please visit www.snpower.com to understand more about the activities at SN Power.

Article B.2: Specific background of IT in SNPI

SNPI depends a great deal on Information Technology solutions & services for desktop office automation as well as core business applications to manage its business operations. The IT infrastructure currently in place consists of several IT applications that connects all SNPI locations and offices, and serves the business needs of its employees and partners.

IT applications of SNPI are hosted in a Data Center owned by a 'Current OSP' in Oslo, Norway. The 'Current OSP' is responsible for operations and maintenance of SNPI IT applications with end-user support available 24/7 through email and telephone.

Microsoft SharePoint is one of the IT applications of SNPI, with the goal of:

- Providing an information portal to publish information for its employees (internal website).
- Providing a document management system for employees and partners.
- Providing web applications to efficiently manage business processes.
- Providing a tool to access large amounts of unstructured data for analysis through Business Intelligence features.

In line with SNPI IT strategy and with the objective of maximizing focus on core services and maximizing the quality, productivity and effectiveness of SharePoint based services; the IT department plans to outsource the design, development, deployment, support, operations & maintenance of its SharePoint based solutions and infrastructure.

IT Department manages IT requirements of SNPI which consists of selection of Information Technology solutions as well as Deployment and Maintenance of IT Infrastructure and Applications in lines with SNPI's business objectives. The IT Infrastructure comprises of Desktops & Laptops, Printers & Scanners, Servers, Storage, Network & Security devices and related software components.

In this context, SNPI is inviting leading IT Service Providers (OSP) to submit proposals for the provision of the IT services & applications as specified in this Request for Proposal (RFP).

Article B.3: Purpose and Objectives of the RfP

- **Strategic focus:** Off-loading of non-strategic IT processes and services to enable focus on strategic processes and initiatives.
- **Service improvement:** Improve efficiency and effectiveness of IT services leveraging the skills & capabilities of professional vendors.
- **Service flexibility:** Use flexible sourcing models that will enable the IT department to effectively cope with rapid growth in its products, services and user base.
- Cost reduction and cost transparency.

- Remediation of current service issues and improvement of user satisfaction levels.
- Enhance User Productivity, Knowledge & Awareness.

Article B.4: SCOPE OF WORK & Technical Requirements

B.4.1 SCOPE of SNPI SharePoint infrastructure

SNPI SharePoint infrastructure shall provide a wide range of applications to its end users. Following is a list of key applications SPNI SharePoint shall be providing (*implemented, §under consideration):

- ***Enterprise Information Portal:** It is an internal web portal accessible to SNPI employees and partners. It provides a secure unified access point and is designed to aggregate and personalize information through application-specific custom web parts. The content contribution and content management is de-centralized. It also provides a search portal and a set of collaboration tools to remove intra- and interdepartmental communication barriers through discussion forums, dynamic workspaces, and message boards.
- ***Document Management System:** It is a system through which users share, publish and manage their documents either through a web browser or directly from Microsoft Office applications. Document Management System of SPNI shall replace silos of shared network drives. Workflows, versioning and record management system shall address business requirements of SNPI's document life cycles.
- **§Business Process Driven Applications:** Process driven applications developed within SharePoint shall run various business processes of SPNI's business units. A set of data driven dynamic web forms and reports powered by workflow shall connect people to information and work.
- **§Business Intelligence Applications:** Business Intelligence Applications shall provide visual tools to provide single view of business data regardless of where it is located. These applications shall collect, process, analyse and present data from various information silos / databases and present it in a meaningful manner. These applications shall produce unified reports which join different views of SNPI in one place.

B.4.2 Organizational perspective

From an organizational perspective, outsourcing includes following IT functions; these are:

- **Requirement Analysis**

Capture 'user story', i.e. captures what a user does or needs to do as part of his or her job function. Analyse user needs and develop user requirements from 'user story'.

Create functional requirement document.

- **Design**

Transform functional requirements into system design documents focusing on how to deliver required functionality taking following factors into consideration:

Compatibility, Extensibility, Maintainability, Modularity, Reliability, Reusability, Robustness, Security, Usability, Performance and Scalability. Design shall include system architecture / design documents, wireframe of user interfaces, sample reports etc.

- **Development**

Convert design into a functioning information system. It shall include acquiring and installing systems and software environments, configuration, preparing test case procedures including coding, compiling and refining.

- **Integration and Test**

Ensure that developed system conforms to requirements as specified in the functional requirement documents.

- **Implementation**

Implement the system into a production environment.

- **Operations, maintenance**

Describe and enforce tasks to operate and maintain developed system in the pre-production and production environment.

- **User Support**

Provide user training (onsite or over audio / video conference), develop knowledge base and provide support to users on daily basis.

B.4.3 Number of end users

Currently at SN Power approx. 300 SharePoint users are spread over following country offices - Vietnam, Philippines, Singapore, Nepal, India, Norway, Netherland, Zambia, South Africa, Brazil, Chile, Peru, Costa Rica and Panama.

However, starting from Q2, 2014 SN Power will be downsized and shall have approx. 100 users spread over Philippines, Norway, Zambia, South Africa, Costa Rica and Panama.

B.4.4 Systems perspective

From a systems perspective the breakdown of responsibilities is as follow:

B.4.4.1 Production Environment

Configuration of SNPI's existing SharePoint farm in production is as follows:

- **No of Servers:** Total of 3 VMware virtual servers, 1 Microsoft SQL Server, 1 Web Front End, 1 SharePoint Application Server
- **Software Platform:** SharePoint 2010 Enterprise Edition on Windows 2008 R2 Enterprise
- **No of Application Pool:** 3
- **No of users:** Approx. 300
- Claim based authentication implemented
- **Server are hosted and maintained by a 'Current OSP' in Oslo.**
- Please check Annex 2 for a detail diagram.

From Q4, 2013 to Q4, 2014 OSP will be required to liaise with the 'Current OSP' to implement applications, operate and maintain applications, troubleshoot technical issues with core SharePoint related and SQL components. Starting from Q4, 2014 OSP will take over sole responsibility of SNPI's SharePoint infrastructure.

B.4.4.2 Pre-Production/Staging Environment

A SharePoint pre-production/staging environment shall be established in a public cloud infrastructure for integration and testing of solutions before they are implemented. In order to establish this environment OSP will be required to deploy essential solutions for a Windows Networking environment, which shall include but not limited to:

- Configure Cloud Computing Services in a public cloud infrastructure

- Set up Windows Active Directory Forest
- Set up Windows DNS Service
- Set up Public Key Infrastructure
- Set up Forefront Unified Access Gateway
- Set up Threat Management Gateway
- Set up Remote Access SSL VPN
- Set up multi-tier SharePoint farm
- Set up SQL Servers
- Set up Active Directory Federation Services
- Set up load balancers and Windows cluster services

OSP shall be responsible for planning, designing, deploying, maintaining and supporting the Pre-Production/Staging Environment.

B.4.4.3 New SharePoint Production Environment in Cloud

OSP will be required to set up a new SharePoint production environment in a public cloud computing environment. Set up shall include deployment of a new multitier SharePoint farm powered by implemented Windows networking solutions (as described under sub Article B.4.4.2).

B.4.4.4 User Environment

SNPI users use a SNPI standard Windows desktop environment with following configuration:

- Windows domain computers (locked down using group policies)
- Users are not provided with local administrative privileges
- Windows 7 Pro, 64 Bit
- Internet Explorer 9, 32 bit
- Microsoft Office Pro 2010, 32 bit
- Microsoft Lync 2010 Client, 32 bit
- TeamViewer Service
- DirectAccess VPN connectivity to the data centre

OSP shall be responsible for providing remote support to end user through telephone, Lync and/or TeamViewer sessions.

B.4.5 Process perspective

From a process perspective, the OSP will handle a variety of responsibilities that fall under 3 process domains:

1. IT Infrastructure Management

OSP will be required to set up an IT infrastructure in Cloud for SNPI. As described under 'Article B.4.4' OSP will acquire, deploy and operate this IT infrastructure for SNPI. **OSP must follow Microsoft Best Practice Guidelines to design, deploy, maintain and support for all Microsoft technologies. For other technologies, OSP must follow Best Practice Guidelines from the producer / manufacturer of the software.**

2. Software Development

OSP will design, code, test, implement and operate a variety of SharePoint based web applications for SNPI.

3. Service Desk

Initially OSP's Service Desk will handle general SharePoint related support requests for existing SharePoint solutions of SNPI.

However, concerning IT infrastructure to be built by the OSP, the Service Desk of OSP must also manage incidents, problem, configuration, change, release, service-level, availability, capacity and security of the IT infrastructure in the cloud.

B.4.6 Goals and deadlines

In general goals for the OSP are as follows –

1. Provide support for existing SharePoint farm of SNPI.
2. Set-up an IT infrastructure in a cloud computing environment.
3. Design and Develop SharePoint applications for SNPI.

4. Establish a SharePoint production environment in the cloud.
5. Migrate SharePoint solution from existing farm to the new production farm in the cloud.
6. Take over responsibility to manage SharePoint infrastructure of SNPI.

Goals and deadline are as follows.

Order	Goals	Deadline
A	OSP's Service Desk takes over support responsibilities for SharePoint services (End-Users and backend systems).	Q4 2013
B	OSP completes deployment of IT infrastructure for SNPI with a multi-tier SharePoint pre-production/staging farm in a public cloud infrastructure.	Q1 2014
C	OSP begins Software Development to design, develop, deploy and support SharePoint applications in the existing production farm of SNPI (currently hosted from the 'Current OSP').	Q2 2014
D	OSP completes deployment of a new SharePoint production environment in the Cloud IT infrastructure.	Q3 2014
E	OSP completes migration of SharePoint solutions from the data centre of 'Current OSP' to the infrastructure in the cloud.	Q4 2014
F	After migration OSP takes over sole responsibility for managing and supporting SNPI SharePoint infrastructure in the cloud	Q4 2014

7. OSP must breakdown each of these goals to a set of deliverables and a project plan must be prepared showing schedule, resource, cost and a baseline.

B.4.7 Tools & Resource perspective

- OSP must operate a Call Centre with sufficient telephone lines and an ITIL compliant Service Desk system to provide quality support to SNPI users.
- Service Desk personnel must be able to fluently communicate in English.
- OSP Service Desk must be well equipped to provide remote support to SNPI users.

- OSP must be able to allocate qualified and experienced staff to carry out Business Analysis, Project Management, System/Software Design, Software Development, Software Testing, Network Administration, System Administration and User Support.
- OSP shall utilise industry standard development environments and practices to develop IT systems as required by SNPI.

B.4.8 Required Technical Expertise

OSP must have expertise to:

- Design, deploy and operate Windows Active directory infrastructure.
- Design, deploy and operate Microsoft Forefront security infrastructure.
- Design, deploy and operate Relational Database Systems.
- Design models and schemas for database system.
- Design, deploy and operate multi-tier SharePoint farms.
- Develop applications for end users under SharePoint 2010 / 2013 environment.
- Extend SharePoint web parts with custom codes.
- Brand and customize SharePoint themes.
- Develop and deploy Windows SharePoint Server (WSS) components through SharePoint Solution Package.
- Build SharePoint application using Microsoft InfoPath.

B.4.9 Responsibility matrix

The responsibility matrix below outlines SNPI view for the process responsibilities at the time of preparing the RFP. This responsibility matrix is not rigid and will be subject to change during the negotiations with the selected OSP.

Responsibility matrix of services/deliverables from process perspective

Service / Deliverables	Responsible Party		
	OSP	SNPI IT	Both
1. IT Infrastructure Management			
Prepare and Planning		✓	
Requirement Analysis			✓
Requirement Specification			✓
Design	✓		
Testing and Integration	✓		

Service / Deliverables	Responsible Party		
	OSP	SNPI IT	Both
Implementation	✓		
Operations, Optimization and Maintenance	✓		
Technical Support	✓		
2. Software Development			
Prepare and Planning		✓	
Business Analysis	✓		
Requirement Specification	✓		
Design	✓		
Development	✓		
Implementation	✓		
Testing and Integration	✓		
Operations, Optimization and Maintenance	✓		
Technical Support	✓		
User Support	✓		
3. Service Desk (SharePoint and related infrastructure)			
Incident Management			
Level 1 incident management (End-User)			✓
Level 2 / 3 incident management (backend systems)	✓		
User point of contact for Level 1 incident status updates	✓		
Known error documentation (End-User)	✓		
Known error documentation (backend systems)	✓		
Incident reporting (End-User / backend systems)	✓		
Establish and maintain incident management policies and procedures			✓
Problem Management			
Problem recording and administration (End-User)	✓		
Problem investigation and resolution (End-User)	✓		
Problem recording and administration (backend system)	✓		
Problem investigation and resolution (backend system)	✓		
Establish and maintain problem management policies and procedures			✓
Change Management			
Submit RfC (Request for Change)			✓
Assess RfC			✓
Approve / Disapprove RfC		✓	
Implement Changes (End-User)			✓
Implement Changes (backend systems)	✓		
Establish and maintain change management policies and procedures			✓

Outsourcing: SharePoint Solutions

RFP #: ITSNPI.RFP012013

Outsourcing of IT Services

Service / Deliverables	Responsible Party		
	OSP	SNPI IT	Both
Configuration Management			
Record all inventory and configuration items in the configuration management database	✓		
Continuous update of inventory and configuration management records (backend systems)	✓		
Perform routine inventory and configuration Audits	✓		
Perform periodic inventory and configuration audits	✓		
Monitor software license utilization (backend system)	✓		
Establish and maintain configuration management policies and procedures			✓
User (SNPI User) Relationship Management			
Point of contact for incident and service request status updates (End-User and backend system)	✓		
Create outage notifications	✓		
Outage notification broadcast	✓		
Point of contact for User complaints and Suggestions		✓	
Measure User satisfaction		✓	
Service Level Management			
Set service level metrics and objectives		✓	
Record service level exceptions (End-User / backend systems)	✓		
Service level reporting (End-User and backend systems)	✓		
Service level audits and spot checks	✓		
Activate service level exceptions terms and Conditions (including penalty clauses)	✓		
Conduct periodic SLA performance reviews			✓
Establish and maintain service level management policies and procedures			✓
Software & Tools			
Acquire, implement and operate incident management system (if a separate system is required by OSP)	✓		
Acquire, implement and operate problem management system (if a separate system is required by OSP)	✓		
Acquire, implement and operate configuration management system (if a separate system is required by OSP)	✓		
Acquire, implement and operate change	✓		

Service / Deliverables	Responsible Party		
	OSP	SNPI IT	Both
management system (if a separate system is required by OSP)			
TeamViewer Licenses for remote control	✓		
Acquire, implement and operate software asset management system (if a separate system is required by OSP)	✓		
Acquire, implement and operate Service Desk Call Management system (if a separate system is required by OSP)	✓		
Acquire, implement and operate Call Centre & IVR system (if a separate system is required by OSP)	✓		

B.4.9.1 Cost of assets and services

SNPI will acquire and manage following assets and services:

- Software Licenses
- Public Cloud Services and Bandwidth

B.4.9.2 Service Level Metrics / Terms for Service Desk services

SNPI IT aims for SLA based provision of services. The list of SLA metrics and terms below outlines SNPI view at the time of preparing the RFP.

OSP may offer an SLA with their own metrics & terms, however SNPI's desired target service levels are as follows:

Service / Task	Target Service Level
Incident Management	
Incident Priorities and response time & communication. Communication requirement: Affected users must be notified proactively through email / SMS / Telephone.	• Response time according to following priority: Priority A = 15 min Priority B = 1 Hour Priority C = 4 Hours Priority D = 8 Hours • Priority A: Any incident affecting 95% or more users or all SharePoint services/applications are unusable. Communication: Every 1 hour • Priority B: Any incident affecting large no. of users or SharePoint applications services are still operational but are degraded and unreliable.

	Communication: Every 8 hour • Priority C: SharePoint applications are operational and useable but parts of applications or solution are either regarded or unreliable. Communication: Every day • Priority D: SharePoint applications are operational but one or more users are having isolated issues Communication: Weekly
Level 1 incident management (End-User) Level 1 incidents: Service Desk agents will have 15 minutes average to resolve incidents. If not, they will then escalate to Level 2	• 24/7 Support. • 100% incidents are recorded on the incident information system • 98 % call capture (including call back) • Average response time to a call = 40 Sec • Max time to respond to a call = 60 Sec (after which IVR must provide option to call back) • 90% user satisfaction
Level 2 / 3 (End-Users / Back end Systems) Level 2 incidents: Service Desk agents may call users to troubleshoot upon receipt of an incident ticket from Level-1, but in most cases, will need access to server or users' computer to troubleshoot an issue. If an incident is caused due to an element supplied / developed by a 3rd party, which requires support from 3rd party they will escalate to Level 3. Level 3 incidents: Service Desk agents escalate an incident to a 3rd party supplier.	• Coverage hours as per specified above • 98% of Priority A incidents are closed within 24 hour • 98% of Priority B incidents are closed within 48 hours • 98% of Priority C incidents are closed within 5 Norwegian working day • 98% of Priority D incidents are closed within 10 Norwegian working day
User accessibility to service desk functions	• Telephone IVR should provide an option to call back when maximum time to respond to a call exceeds 60 Sec • Alternatively an option to call back an user on demand may also be provided through a webpage • Users may access Service Desk of OSP through Microsoft Lync instant messaging

	client. SNPI shall provide an account for this purpose.
User point of contact for incident status updates	- incident status update within 15 min - User notification by e-mail upon resolution
Incident reporting	- Monthly statistics showing – total no. of calls, no. of unattended calls. - Monthly incident statistics showing - Closed incidents Open incidents
Problem Management	
Problem recording and administration	100% problem capture
Problem investigation and resolution	100% problem resolution
Bug Fixing	
Bug recording and administration (Software development)	100% software bugs capture
Bug investigation and resolution	100% of identified bugs are resolved within 10 working days
Change Management	
Implement Changes	Only approved changes are implemented

Article B.5: Period of project execution

The period of execution of the whole project will be for two years from signing the Agreement with SNPI to be renewable for one more year with same terms and conditions based on the performance of the Vendor and SNPI sole discretion.

Bidders should submit a detailed time schedule for the project implementation period and its phases.

Article B.6: Deliverables

Vendor should produce the following deliverables during this project.

- **IT Infrastructure:** Prepare Cloud computing services to host a multi-tier SharePoint farm, including but not limited to -
 - Windows Active Directory Infrastructure
 - Microsoft Forefront Server services to provide secure access to the SharePoint farm
 - Microsoft SQL database system as a backend for SharePoint enterprise edition
 - Multi-tier SharePoint Farm
 - SharePoint information architecture

- **Software Development:**

- Development environment for SharePoint applications
- Requirement Specification
- Wireframes /mockup
- Design documents
- Source codes
- SharePoint applications
- Custom SharePoint Themes

- **Service Desk:**

- Bug reports.
- Incident reports.
- Problem reports.

Section C. Draft Contract Agreement and Conditions

This Contract ("Contract") is entered into by and between the Statkraft Norfund Power Invest AS (the Contracting Authority) having its principal place of business at - P.O Box: 200 – Lilleaker – 0216 Oslo, Norway, and

..... ("the Vendor") having its / their principal place of business located at
.....
.....

The Contracting Authority wishes the Vendor to provide the services/deliverables hereinafter referred to, and the Vendor is willing to provide these services/deliverables.

Now therefore the Parties to this Contract hereby agree as follows:

Article C.1: Subject

The subject of this Contract is "DESIGN, DEVELOPMENT, DEPLOYMENT, OPERATIONS AND SUPPORT OF MICROSOFT SHAREPOINT INFRASTRUCTURE", with identification number: **itsnpi.rfp012013**

Article C.2: Structure of the contract

The Vendor will provide the services/deliverables on the terms and conditions set out in this contract, which comprises, in order of precedence, any special conditions ("Special Conditions") defined in this document and the following annexes:

1. Request for Proposal (this RFP with signed Contract)
2. Vendor's proposal
3. Correspondences between both parties (if any)

In case of any contradiction between the above documents, their provisions shall be applied according to the above order.

Article C.3: Commencement date

The date for commencing the contract performance shall be the date of signature of this contract.

Article C.4: Information to be provided to the Vendor

The Authority shall supply free of charge all available data and information, and shall give such assistance to the Vendor at its request and as may be reasonably required for carrying out his duties under this Agreement. The Contracting Authority recognizes and confirms that the Vendor will use and rely primarily on the information provided by the Contracting Authority and on information available from public sources in performing the Services without having independently verified the same and does not assume responsibility for the accuracy or completeness of any information provided by the Contracting Authority or such other publicly available information.

Article C.5: Deliverables

The Vendor shall provide the Contracting Authority deliverables as specified in the ToR.

Article C.6: Invoices

Payments will be made within 30 days from the date of receiving an acceptable invoice to the finance. The submitted invoice should be signed and stamped by the Vendor and include the following information:

- Contract no. ITSNPI.RFP012013
- Contact person in the firm
- The service provided
- Bank Details (i.e., wire transfer information)

Article C.7: Contract Price

The contract Prices shall be fixed and not subject to change.

Article C.8: Contact addresses

Any written communication relating to this Contract between the Contracting Authority and the Vendor must state the Contract title and identification number, and must be sent by post, fax, e-mail or by hand to the addresses identified herein this contract.

Article C.9: Intellectual Property

- A. The Vendor may furnish the Contracting Authority with reports, analyses or other such materials (the "Materials"). The Contracting Authority understands and agrees

that any such Materials will be furnished solely for its internal use and may not be furnished in whole or in part to any person or entity except as set out in clause below.

- B. The Contracting Authority may furnish the Materials to its directors, officers, and employees (and to its legal counsel, accountants, and investment bankers if retained by the Contracting Authority to provide services relating to the Services in connection with the Project), in each case only if such persons (i) need to know such information, (ii) are informed of the confidential nature of the Materials, and (iii) agree to comply with the restrictions stated in document. The Contracting Authority further agrees that, without the Vendor's prior consent, it shall not refer to the Vendor or attribute any information to the Vendor in any communication external to the Contracting Authority for any purpose, including without limitation in press releases, web sites, offering memoranda, and conversations with analysts.
- C. The Contracting Authority shall own all right, title, and interest, including, without limitation, all intellectual property rights, in and to the Materials, installed IT systems, including executable and source codes of software developed for the Contracting Authority, except that the Vendor retains all right, title and interest, including, without limitation, intellectual property rights, in and to the Vendor's Tools (as defined below).

To the extent that the Materials include any Vendor's Tools, the Vendor hereby grants to the contracting Authority a non-exclusive, non-transferable, non-sublicensable, worldwide, royalty-free, perpetual license to use and copy the Vendor's Tools solely for internal purposes and solely as part of the Materials. The "Vendor's Tools" consist of any and all concepts, analyses, know-how, tools, frameworks, models, and industry information and perspectives used by the Vendor in connection with the Services.

Article C.10: Non-assignment

- A. The Vendor shall not transfer the benefits and obligations of this Agreement or any part thereof to any person/company except by the Contracting Authority's written approval, provided, however that any assignment by the Vendor to an affiliate shall not require the consent of the Contracting Authority. For the purposes of this

agreement with respect to the Vendor, the term “affiliates” means any entities that directly or indirectly control, are controlled by, or are under the same control as, such party or any other entities affiliated with such party or entities.

- B. In any case of bankruptcy or liquidation of the Vendor, this Agreement shall automatically be terminated. In this case, the official receivers, trustees or liquidators of the Vendor shall not have the right to transfer/ assign the benefits or any of the rights under this Agreement or prejudice the rights acquired by the Contracting Authority from the Vendor hereunder.

Article C.11: Contracting Authority Acknowledgement

It is the long-standing practice of the Vendor to serve multiple clients within industries, including those with potentially opposing interests, as well as counter-parties in merger, acquisition and alliance transactions. The Vendor is committed to maintain the confidentiality of the Contracting Authority’s information (generally as described in this Agreement) in all such situations.

Article C.12: Penalties

Should OSP fails to provide SNPI with any of the in-scope services/ deliverables listed in (Responsibility matrix of services from process perspective) or violates pre-agreed services levels specified in Target Service Levels not due to SNPI’s OR Cloud service provider’s negligence or misuses thereof, prohibit the overall operations, Such failure at a reasonable discretion of SNPI may be charged according to the penalty scheme shown here:-

Sr. #	Description	Baseline	Penalty	Criteria
1	Project Deliverable	Approved Project Baseline	1% of project cost per week	Deadline exceeded by 2 weeks
2	Level 1 Service Desk Call Capture	98% call capture	1% of Monthly Charges	<98%
			1.5% of Monthly Charges	<96%
			3% of Monthly Charges	<94%
3	Level 2/3 Service Desk incidents	98% of Priority A incidents are closed within 24 hour	1% of Monthly Charges	<98%
			2% of Monthly Charges	<96%
			5% of Monthly Charges	<94%
		98% of incidents are closed within 48 hours for Priority B, 5 days for Priority C, 10 days for Priority D.	1% of Monthly Charges	<98%
			1.5% of Monthly Charges	<96%
			3% of Monthly Charges	<94%

Article C.13: Confidentiality

The Vendor and/or the Contracting Authority:

1. Acknowledges that all Disclosures given by either of them or a third party to the other is of a confidential nature;
2. Acknowledges that all Disclosures are issued in connection with the performance of the Agreement and shall remain the property of the Disclosing Party at all times;
3. Undertakes to keep secret and confidential all and every part of the Disclosure and the contents of this Agreement unless and until the relevant part thereof shall become public knowledge;
4. Undertakes to keep in a safe, secure and confidential place any documents and materials supplied to it, and not to make use of or permit others to make use of the Disclosure or any part of it except where it is necessary in order for a person to perform this Agreement or as otherwise authorized by the Contracting Authority or the Vendor in writing;
5. The Vendor and the Contracting Authority shall procure that any person to whom all or part of the Disclosure is divulged shall enter into a confidentiality undertaking in similar terms hereto;
6. In so far as any part of the Disclosure is in the public domain, the provisions of this clause will not apply to that part of the Disclosure.

Article C.14: Taxes

The Vendor shall be liable for all taxes, imposts, duties, withholding taxes, charges or other assessments of whatsoever nature, whether levied by the Government of Norway, Banks or Government of the country where vendor is located.

Article C.15: Termination

The availability of penalties does NOT limit the Contracting Authority's right to terminate this contract under Article C.10.:B or for the Vendor's lack of performance in providing the agreed upon services/deliverables for reasons to be justified by the Contracting Authority's advisory board.

The Contracting Authority and the Vendor shall both have the right to terminate this Agreement or any appointed Vendor upon written notification of at least ninety (90) calendar days before such termination. In such a case the Vendor shall proceed in an orderly, rapid and economic way

with the procedures to terminate his/her services and duties under this Agreement. In the event of any termination hereunder, the Contracting Authority's sole responsibility with respect to professional fees and related expenses shall be to pay those professional fees and related expenses earned or incurred through the effective date of termination.

Article C.16: Governing Law and Language

The contract is subject to and shall be construed according to the applicable laws and regulations of Norway. The contract and all notices pursuant to the provisions of this subcontract shall be in English.

Article C.17: Dispute settlement

Any disputes arising out of or relating to this contract which cannot be settled otherwise shall be referred to the competent courts in Norway for consideration and settlements in accordance with the applicable law and regulations. Notwithstanding the referral of the disputes as mentioned herein, the Vendor shall continue to perform their duties under this agreement if so requested by the Contracting Authority.

This contract is written in English in three originals, two originals for the Contracting Authority and one original being for the Vendor.

For the Vendor

Name:

Position:

Signature:

Date:

For the Contracting Authority

Name:

Position:

Signature:

Date:

Annex 1 - Evaluation Criteria and scores

Evaluation Criteria	Maximum Score
Understanding of the project's requirements Proposed method to be approached in providing the required services/deliverables successfully	30
Vendor's background and experience on projects of similar nature	30
Vendor's market penetration	20
Vendor's business references (Article A.4:)	20
Mandatory criterion- accepting SNPI's Scope of Work, goals and deadlines	Y/N
Overall total score	100

Only proposals with average scores of at least 70 points qualify for the financial evaluation.

Annex 2 – Design of SPNI SharePoint Farm in Production

