

SUMMARY OF TOWER D' MANDATORY AND TECHNICAL EVALUATION CRITERIA FOR WHICH SARS SEEKS MARKET INPUT OR RECOMMENDATIONS.

1. PREAMBLE

Here is a summary of Tower D (Data Carrier (WAN) Services) and the mandatory, technical evaluation criteria for which SARS seeks market input or recommendations.

Data Carrier (WAN) Services Tower (Tower D)	<p>The supply of Data Carrier (WAN) Services to SARS, including:</p> <ul style="list-style-type: none">- SDWAN (including SASE); private intellectual-property network connectivity; edge networking service; mobile network service; digital monitoring; and all related data carrier services, including service management, monitoring, reporting, support, consulting, and advisory services.
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1.1. Tower D

SARS requires a single service provider to be accountable for its Data Carrier Network Services, including all carrier elements underpinning SARS's WAN. SARS does not require the Service Provider to provide all the Data Carrier Network Services itself, and the service provider may source different elements of the Data Carrier Network Services from other service providers (sub-contractors), provided that the service provider manages the provision of the individual elements in a manner that SARS deems as seamless. Sub-contractors must be fully accountable for all aspects of the services, including meeting the service levels.

Therefore, SARS intends to appoint a single service provider for all the services in Tower D with the provisions of the exclusivity within Business Requirements Specifications (BRS).

2. MANDATORY EVALUATION CRITERIA FOR TOWER D

Table 2A: Mandatory Evaluation Criteria for Tower D

No:	Mandatory Evaluation Criteria	Bidder to submit as proof
1.	Bidder Organisation	SARS is interested only in organisations that take full accountability for service delivery. Thus, any Bidder, be it a juristic person, partnership, sole proprietor,

No:	Mandatory Evaluation Criteria	Bidder to submit as proof
		<p>or any special-purpose vehicle, must take full accountability for service delivery.</p> <p>A Bidder must be registered in South Africa in terms of South African laws and operate in South Africa.</p> <p>NB: The Bidder must have attached its CIPC registration. In terms of consortiums or JVs, incorporated JVs must submit their CIPC registration and unincorporated JVs must submit individual CIPC registration documents.</p>
2.	Licences	<p>The Bidder must possess Independent Communications Authority of South Africa (ICASA) Individual ECS (I-ECS) regulatory licence to provide the services for which it is bidding for in Tower D.</p> <p>NB: The Bidder must provide an official ICASA letter as proof of its licence(s). The Bidder may rely on regulatory licences held by a parent company or subsidiary, provided that the Bidder submits a satisfactory explanation of how such reliance will comply with regulatory requirements and provides a warranty of compliance. The Bidder may not rely on a third party's licence(s). The evidence of licence-holding must correspond with the licence(s) the Bidder claims to hold.</p>
3.	Cisco Partner Certification/ Accreditation	<p>The Bidder must confirm (in Response Table A of the <u>SARS RFP 04-2025 5-1-D Tower D Mandatory Response Template</u>, by indicating "Confirm/ Do not Confirm") whether it holds a valid Cisco Global Gold Integrator or a Cisco Gold certificate, enabling it to provide the services for which it is bidding in Tower D.</p> <p>NB: The Bidder itself must be a Cisco Global Gold Integrator or a Cisco Gold Partner and cannot rely on a sub-contractor to fulfil this requirement.</p> <p>NB: SARS reserves the right to verify the Bidder's CISCO status, either through the CISCO locator or consultations with CISCO. If it is found that the Bidder has misrepresented its CISCO partner's status, the Bidder will be disqualified from further evaluations.</p> <p>NB: If the Bidder will be submitting documentation / proof of certification /</p>

No:	Mandatory Evaluation Criteria	Bidder to submit as proof
		<p>Cisco Global Gold Integrator or a Cisco Gold Partner status of its parent / holding company and/or subsidiary, the Bidder must submit a letter which demonstrates the relationship between the (2) companies in terms of ownership. In this instance the Bidder also need to submit proof in the form of a signed confirmation letter from the OEM that the Bidder, as a separate subsidiary of its parent / holding company, is deemed to hold the same certification and Cisco Global Gold Integrator or a Cisco Gold Partnership of its holding company by virtue of the relationship and ownership structure and that the Bidder is allowed to and can leverage off and benefit from the certification and Cisco Global Gold Integrator or a Cisco Gold partnership of its holding / parent company. This confirmation must derive directly from the OEM confirming that the Bidder as a subsidiary / division of its holding / parent company is deemed to be certified / gold partner for the purposes of this mandatory requirement.</p>
4.	Cisco Partner Specialisation	<p>The Bidder must submit a certification letter from Cisco, proving they hold the following specialisations:</p> <ul style="list-style-type: none"> ▪ Advanced Enterprise Networks Architecture Specialisation ▪ Secure Networking Specialisation
5.	SD-Wan Network Services	<p>The Bidder is required to confirm (in response template A of the <u>SARS RFP 04-2025 5-1-D Tower D Mandatory Response Template</u> by indicating “yes/no” under declarations) that it has been operating an SD-WAN network for at least one South African customer of similar size to SARS for a minimum of one year, covering 100 or more sites.</p> <p>The Bidder itself must have been providing such services and cannot rely on a subcontractor to fulfil this requirement.</p> <p>Note: The information provided by the Bidder in Table A (of the mandatory response template) will be used to assess if the Bidder meets these requirements. The Bidder should only declare "yes" if the information provided in Table A complies with the SARS mandatory requirements.</p>
6.	Compulsory Briefing Session (Hybrid)	<p>The Bidder(s) must have attended the compulsory briefing session.</p>

No:	Mandatory Evaluation Criteria	Bidder to submit as proof
		<p>NB: An attendance register will be taken at the compulsory briefing session, and a certificate of attendance will be issued (which will be submitted as part of the mandatory requirement, per the Mandatory Response template). If the Bidder does not attend this compulsory briefing session, the Bidder will be disqualified.</p>
7.	Compulsory price-schedules workshop session (Hybrid)	<p>The Bidder(s) must have attended the compulsory price-schedules workshop session.</p> <p>NB: An attendance register will be taken at the compulsory price workshop session, and a certificate of attendance will be issued (which will be submitted as part of the mandatory requirement, as per the Mandatory Response template). If the Bidder does not attend this compulsory price-schedules workshop session, the Bidder will be disqualified.</p>

3. TECHNICAL EVALUATION PROCESS (GATE 2)

- 3.1. Only Bidders who have met the pre-qualification and mandatory evaluation requirements will be evaluated for technical capability and functionality, strictly according to the technical evaluation criteria below. A Bidder must provide a technical solution for the required goods and services that meets SARS's requirements, and that is financially competitive and offers value for money.
- 3.2. The technical evaluation will be scored out of 100 points. Bidders must score a minimum threshold of **70 out of 100** points to proceed to the next stage of evaluation, namely price and B-BBEE/specific goals evaluation.

Table 3A: Technical Evaluation Criteria for Tower D

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
1.	Capability Criterion			30	
1.1.	Current Client Base	<p>SARS aims to establish the current capability of delivering services within the scope of this Tower. Bidders who can show that they are delivering services within the scope of this Tower to an established client-base of sufficient scale, similar or bigger than SARS's client base, will achieve maximum points. Documentation, such as letters of reference from the clients substantiating the Bidder's claims, must be attached.</p> <p>Services to at least one client with a minimum of 150 sites will achieve maximum points.</p>	<p>4: All technical elements of scope are currently delivered by the Bidder to at least one client, the same size or larger than SARS's client base of 130 sites or more.</p> <p>2: All technical elements of scope are delivered by the Bidder to at least one client with a site-count of 101 up to 129 sites</p> <p>0: All technical elements of scope are delivered by the Bidder to at least one client with a site-count fewer than 100 sites.</p>	<p>4 = 9.00</p> <p>2 = 4.50</p> <p>0 = 0.00</p>	1
1.2.	Sub-contractor service for network underlay infrastructure	SARS seeks to establish the nature and level of partnership or relationship between the Bidder and Sub-contractor to deliver network connectivity as part of the network-underlay services component of the SD-WAN solution.	<p>4: The Bidder has indicated its ability to establish effective partnerships, with a proven track record, and their overall suitability for delivering network-connectivity services as part of the SD-WAN solution for SARS. All necessary criteria are met.</p>	<p>4 = 6.00</p> <p>0 = 0.0</p>	2

No:	Sub-criterion	Inquiry	Specific evaluation guidelines		Inquiry weighting	TRT Reference
		<p>Bidders who can show the level of their partnership and track record with which it has engaged these sub-contractors in previous engagements and does not pose a risk to the delivery of service to SARS will achieve maximum points for this criterion.</p> <p>The Bidder must attach documentation to substantiate its claims to achieve maximum points.</p>	<p>0: The Bidder has failed to indicate their ability to establish effective partnerships and their overall suitability for delivering network-connectivity services as part of the SD-WAN solution for SARS.</p> <p>Not all necessary criteria are met.</p>			
1.3.	Bidder's Strategic Direction (NaaS)	<p>SARS seeks to establish the extent to which the Bidder has a commitment to provide services based on each of the components listed in <u>Business Requirements Specification (6.4.1)</u>. These services must include Connectivity, Value Added Services (VAS), Virtual Network Functions (VNF), Managed Network Services, and similar Cloud services.</p> <p>The Bidder's strategic direction regarding the development and delivery of these new</p>	<p>4: The Bidder has demonstrated a clear strategic direction regarding its NaaS model and can provide all the components and related services.</p> <p>0: The Bidder has demonstrated a poor strategic direction regarding its NaaS model and lacks the ability to provide all the components and related services.</p>	NaaS Components	4 = 3.00 0 = 0.00	3.1
				Functional Requirements	4 = 3.00 0 = 0.00	3.2
				Non-Functional Requirements	4 = 1.50 0 = 0.00	3.3
				Technical Requirements	4 = 1.50 0 = 0.00	3.4

No:	Sub-criterion	Inquiry	Specific evaluation guidelines		Inquiry weighting	TRT Reference
		technologies must inform SARS of enhancements to the services within this Tower. The Bidder must attach documents to support any claims made.				
1.4.	Service Centres	SARS aims to establish the capability that the Bidder (and its sub-contractors) will deliver to SARS. Bidders who can show that its existing Service Centres have sufficient coverage of required skills will achieve maximum points. SARS will also consider the extent to which Service Centres that are not yet established are relied upon to provide distribution of skills.	4: The Bidder has a 100%-90% presence of Service Centres in all nine (9) provinces in terms of its location to SARS’s list of sites. 2: The Bidder has a 89%- 71% presence of Service Centres in all nine (9) provinces in terms of its location to SARS’s list of sites. 0: The Bidder has 70% or less presence of Service Centres in all nine (9) provinces in terms of its location to SARS’s list of sites.		4 = 6.00 2= 3.00 0= 00	4
2.	Technical Solution				50	
2.1.	Bidder’s SD-WAN Network Presence	SARS aims to establish the Bidder’s current distribution of SD-WAN POPs — both current and planned — to be used to deliver SARS SD-WAN services. Bidders with currently established SD-WAN POP locations and those planned in strategic areas to	4: The Bidder has a 100%-90% WAN Network presence in all nine (9) provinces in terms of its POPs to SARS’s list of sites. 2: The Bidder has 89%- 71% WAN Network presence in all nine (9) provinces in terms of its POPs to SARS’s list of sites.		4 = 7.50 2 = 3.75 0 = 0.00	5

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		provide services to the SARS list of sites will score maximum points for this sub-criterion.	0: The Bidder has 70% or less WAN Network presence in all 9 provinces in terms of its POPs to SARS's list of sites.		
2.2.	Bidder's SD-WAN Capability	<p>SARS aims to establish the Bidder's capability to deliver a SD-WAN solution designed to optimise network performance, enhance security, and simplify network management. The Bidder will be evaluated on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown an understanding of SARS requirements as set out in the <u>Business Requirements Specification (6.4.1.1)</u>. <p>The Bidder's solution and design will meet or exceed SARS's requirements for SD-WAN availability, reliability, and connectivity, which include dual links to every site for direct internet access and one link for access to internal applications.</p>	<p>4: The Bidder understands the SARS SD-WAN requirement and can provide a secure, reliable, and redundant network to SARS's full list of sites. (The Bidder uses different Service Providers to provide the dual links to 90–100% of SARS sites.)</p> <p>0: The Bidder understands the SARS SD-WAN requirement and can provide a secure, reliable, and redundant network to some SARS's list of sites. (The Bidder uses different Service Providers to provide the dual links to less than 90% of SARS sites.)</p>	<p>4 = 7.50</p> <p>0 = 0.00</p>	6
2.3.	Bidder's SASE Solution and Capability	<p>SARS aims to establish whether the Bidder's SASE solution combines secure connectivity, network security, and network-management capabilities into a unified cloud-based service, as set out in the <u>Business Requirements Specification</u></p>	<p>4: All of SARS's SASE requirements are covered with an equivalent or better solution.</p>	<p>4 = 7.50</p> <p>0 = 0.00</p>	7

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<u>(6.4.1.1.2)</u> . A solution that fully meets the requirements for a single-vendor SASE offering to deliver a converged network and security capability, will receive maximum points. The Bidder must provide its SASE solution as an integrated part of the SD-WAN design.	0: The Bidder's SASE solution does not adequately meet SARS's requirements.		
2.4.	Bidder's External/Public Network Connectivity	SARS aims to establish whether the Bidder has the capability to provide dedicated and high-speed connectivity to its external and public-facing third parties. A solution that fully meets the requirements set out in the <u>Business Requirements Specification (6.4.1.2)</u> for External/Public Network Connectivity will receive maximum points.	4: All SARS External / Public Network Connectivity requirements are covered. 0: The Bidder's External / Public Network Connectivity solution does not adequately meet SARS's requirements.	4 = 5.00 0 = 0.00	8
2.5.	Bidder's Private 5G Capability	SARS aims to establish the Bidder's ability to provide a reliable, high-bandwidth, and low-latency private 5G solution, with the ability to support multiple enterprise use-cases on a single network. The Bidder will be evaluated formally and generally on the following basis:	4: All SARS Private 5G Capability requirements are covered. 0: The Bidder's Private 5G Capability solution does not adequately meet SARS's requirements.	4 = 2.50 0 = 0	9

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<ul style="list-style-type: none"> The Bidder has shown an understanding of SARS's requirements and has set out its response accordingly. The Bidder's private 5G capability will provide SARS with the ability to use a variety of edge devices at specified locations (airports, harbours, and border posts). <p>A solution that fully meets the requirements set out in the <i>Business Requirements Specification (6.4.2.1)</i> for Private 5G Capability will receive maximum points.</p>			
2.6.	Bidder's Mobile Network Service capability (APN Solution)	<p>SARS aims to establish the Bidder's ability to provide a mobile network, delivered via a corporate/private APN solution.</p> <p>The Bidder will be evaluated formally and generally on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown an understanding of SARS's requirements and has set out its response accordingly. 	<p>4: All SARS APN requirements are covered.</p> <p>0: The Bidder's APN solution does not adequately meet SARS's requirements.</p>	<p>4= 5.00</p> <p>0 = 0.00</p>	10

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		The Bidder's Mobile Network Service will provide SARS with the ability to use the corporate/private APN solution for all its mobile requirements set out in the <u>Business Requirements Specification (6.4.3)</u> .			
2.7.	Bidder's Digital Experience Monitoring (DES) Capability	<p>SARS aims to establish the Bidder's ability to provide a digital experience and intelligence platform (DES) that provides real-time insight into the performance of the network infrastructure, applications, and cloud services. The Bidder will be evaluated formally and generally on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown an understanding of SARS requirements and has set out its response in accordance with <u>Business Requirements Specification (6.4.4)</u>. 	<p>4: All SARS Digital Experience Monitoring requirements are covered.</p> <p>0: The Bidder's Digital Experience Monitoring solution does not adequately meet SARS's requirements.</p>	<p>4 = 2.50</p> <p>0 = 0</p>	11
F2.8.	Bidder's satellite network capability	SARS aims to establish the Bidder's ability to provide satellite communication services to its remote, temporary, and mobile sites.	<p>4: All SARS satellite network capability requirements are covered.</p> <p>0: The Bidder's satellite network capability solution does not adequately meet SARS's requirements.</p>	<p>4 = 5.00</p> <p>0 = 0.00</p>	12

No:	Sub-criterion	Inquiry	Specific evaluation guidelines		Inquiry weighting	TRT Reference
		<p>The Bidder will be evaluated on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown an understanding of SARS requirements and has set out its response in accordance with the <u>Business Requirements Specification (6.4.1.1.1)</u>. <p>The Bidder's satellite solution seamlessly integrates into the SD-WAN architecture to provide secure communication to the specified SARS locations.</p>				
2.9.	Bidder's Network Services Portal	<p>SARS aims to establish the Bidder's ability to provide a comprehensive Network Services Portal as a platform that provides access to various network-related services, while ensuring security, reliability, and efficiency.</p> <p>The Bidder will be evaluated on the following basis:</p>	4: The Bidder has shown a current solution or a clear and committed plan to deliver the functionality required and to meet all the requirements.	Portal design (web based, user-friendly, simple, and intuitive interface)	4 = 1.25 0 = 0.00	13.1
				Range of Portal services (network design, installation, configuration, monitoring, and maintenance)	4 = 1.25 0 = 0.00	13.2

No:	Sub-criterion	Inquiry	Specific evaluation guidelines		Inquiry weighting	TRT Reference
		<ul style="list-style-type: none"> The Bidder has shown an understanding of SARS's requirements and has set out its response in accordance with the <u>Business Requirements Specification (6.4.5)</u>. 	0: The Bidder has shown a solution that is unacceptable to SARS and does not meet the specified requirements.	Cloud-hosted solution, which is scalable, secure, and compatible with range of devices and browsers	4 = 1.25 0 = 0.00	13.3
				Reports of all events not repaired with the Service Levels.	4 = 1.25 0 = 0.00	13.4
2.10.	Customer Provisioning Portal	<p>SARS aims to establish the Bidder's ability to provide a centralised platform that facilitates the automated and streamlined process of provisioning and managing IT network resources within SARS.</p> <p>The Bidder will be evaluated on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown an understanding of SARS's requirements and has set out its response in accordance with the <u>Business Requirements Specification (6.4.6)</u>. 	<p>4: The Bidder has shown a current solution or a clear and committed plan to deliver the functionality required and to meet all the requirements.</p> <p>0: The Bidder has shown a solution that is unacceptable to SARS and does not meet the specified requirements.</p>	Portal design (web based, user-friendly, simple, and intuitive interface).	4 = 2.50 0 = 0.00	14
3.	Service Management Solution				10	

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
3.1.	Service Management Compliance/Conformance	<p>SARS aims to establish that the Bidder follows a service-management framework, and that the Bidder has implemented a set of well-defined practices and processes for IT-services management. The Bidder must demonstrate its commitment to delivering high-quality IT services and to improving its service-management processes in line with SARS's requirements.</p> <p>The Bidder will be evaluated on the following basis:</p> <ul style="list-style-type: none"> The Bidder that has provided evidence of its ISO 20000 certification OR that has provided a formal IT Service Management Maturity Assessment report indicating an overall Maturity score of 4 or higher will attain the maximum score. 	<p>4: The Bidder has indicated that its organisation adheres to a best-practice Service Management framework/standard and has provided one of the following as evidence: A valid ISO 20000 certificate OR a formal IT Service Management Maturity Assessment report showing an overall organisational Maturity score of 4 (four) (quantitatively managed or equivalent) or higher.</p> <p>Bidders that provide a Maturity Assessment report as evidence, must adhere to the following requirements:</p> <ul style="list-style-type: none"> The Service Management Maturity Assessment must be based on the COBIT or ITIL Framework. The report must be produced by an accredited independent assessor/auditor. The letter confirming the accreditation of independent assessor/auditor must be provided. The report must be signed by the Bidder's CFO and CEO or equivalent management structures. <p>2: The Bidder has provided a formal IT Service Management Maturity Assessment report showing an overall organisational Maturity score of 3 (below 4).</p>	<p>4 = 5.71</p> <p>2 = 2.86</p> <p>0 = 0.00</p>	15A

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
			<p>The following requirements must be met:</p> <ul style="list-style-type: none"> • The Service Management Maturity Assessment must be based on the COBIT or ITIL Framework. • The report must be produced by an accredited independent assessor/auditor. The letter confirming the accreditation of independent assessor/auditor must be produced. • The report must be signed by the Bidder's CFO and CEO or equivalent management structures. <p>0: The Bidder has not demonstrated that the company adheres to a best-practice Service Management framework in line with SARS's requirements.</p> <p>For Bidders with ISO certification: The ISO certification must remain valid for the contract duration.</p> <p>For Bidders with ITSM Maturity Assessment Report: the Bidder must produce an annual IT Service Management Maturity Assessment report from an accredited auditor/ assessor, signed by the CFO and</p>		

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
			CEO or equivalent management structures, confirming the maintenance of advanced and optimised IT Service Management processes in line with SARS's requirements.		
3.2.	Service Management Toolset	<p>SARS aims to establish the level of automation of the Bidder's service-management process as a foundational element to the successful provision of IT services as stipulated in the Business Requirement Specification.</p> <p>The Bidder that can give verifiable references to confirm that the toolset used offers enough automation of its service management according to SARS's requirements will achieve maximum points for this sub-criterion.</p>	<p>4: The Bidder has demonstrated that its IT Service Management toolset/system is fully automated and well established to meet or surpass all of SARS's requirements and has provided two contactable references, confirming details of full system automation in the following domains:</p> <ul style="list-style-type: none"> • Incidents Management. • Problems Management. • Change Management. • Configuration Management. • Service level management. • Performance and Capacity management. • Service Management Reporting. <p>2: The Bidder has demonstrated that its IT Service Management toolset/system is fully automated and well prepared to meet or surpass all of SARS's requirements and has provided one contactable reference, confirming details of full system automation in the following domains:</p>	<p>4 = 4.29</p> <p>2 = 2.15</p> <p>0 = 0</p>	15B

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
			<ul style="list-style-type: none"> Incidents Management. Problems Management. Change Management. Configuration Management. Service level management. Performance and Capacity management. Service Management Reporting. <p>0: The Bidder has not demonstrated that its IT Service Management system is fully automated and well established to meet or surpass all of SARS's functionality needs.</p> <p>SARS reserves the right to conduct due diligence to validate the information provided.</p>		
4.	Transition Criterion			10	
4.1.	Transition Team Structure and Experience	SARS aims to assess the Bidder's capability to transition the services effectively. All aspects of the transition team must be adequately detailed by the Bidder's proposal. The Bidder that presents	<p>4: The Bidder's proposal for a Transition team structure has been formally defined and includes experienced personnel who meet all of the following minimum requirements:</p> <ul style="list-style-type: none"> All team members have experience in transitioning two projects similar in size to those stipulated by SARS. 	<p>4 = 2.14</p> <p>2 = 1.07</p> <p>0 = 0.00</p>	17

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<p>acceptable risk in achieving the requirements will score maximum points for this criterion.</p> <p>The key inquiry is: Does the Bidder's proposal for Transition as defined in the <u>Business Requirements Specification</u> include a formally defined multidisciplinary Transition team with named and experienced key resources?</p>	<ul style="list-style-type: none"> • Summary of individual experience clearly stipulating the roles in the project, minimum qualification/certification based on the below areas, and roles of the team members in previous/past transitions. • The different roles in the transition team's structure should fulfil the following areas of expertise at a minimum, supported by relevant experience: <ul style="list-style-type: none"> ○ Transition Management. ○ Project Management/Programme Management. ○ Vendor and Contract Management. ○ IT Service Management. ○ Technical Subject Matter Experts. <p>2: The Bidder's proposal for a Transition team structure has been formally defined and includes personnel who meet all of the following minimum requirements:</p> <p>All team members have experience in transitioning one project similar in size to SARS's.</p>		

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
			<ul style="list-style-type: none"> The different roles in the transition team structure should fulfil the following areas of expertise at a minimum, supported by relevant past experience: <ul style="list-style-type: none"> Transition Management. Project Management/Programme Management. Vendor and Contract Management. IT Service Management. Technical Subject Matter Experts. 0: The Bidder's proposal for a Transition team structure does not meet SARS's minimum requirements. <p>The Bidder may provide additional areas of expertise over and above the minimum requirements, in relation to the teams' experience which the Bidder deems key to a successful transition process.</p>		
4.2.	Organisational Transition Experience	SARS aims to assess the Bidder's capability to transition the services effectively, as demonstrated by its past experience of transition and the complexity of the transition projects undertaken. At least two transition projects that the Bidder has performed during its service to	4: The Bidder is experienced and has conducted a successful transition of at least two projects and transformation projects, similar in size and complexity to those required by SARS.	4 = 1.43 0 = 0.00	18A

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<p>different clients should be described with substantiating documentation by the Bidder to be eligible to achieve maximum points.</p> <p>The key inquiry is: Is the Bidder experienced in conducting Transition Projects?</p>	<p>0: The Bidder does not show experience in conducting two successful transition projects of a similar size and complexity to SARS.</p> <p>NB: SARS reserves the right to validate all the information provided by the Bidder.</p>		
4.3.	Transition Plan	<p>SARS aims to assess the Bidder's proposal for transitioning the services effectively. All requirements for Transitioning in the <u>Business Requirements Specification</u>, the <u>Agreement</u>, and this <u>RFP Main Document</u> must be included in the scope of the project, including the plan to meet the required timelines.</p> <p>The key inquiry is: Does the Bidder's proposal for a transition plan contain all the elements for a successful transition project?</p>	<p>4: The Bidder's proposal for a transition plan contains the following minimum requirements for a successful transition project:</p> <ul style="list-style-type: none"> Clearly stipulated stages of the transition project (e.g. Initiation, Planning, Execution, Monitoring, Closure). The Project schedule with scope, timelines, dependencies, milestones, deliverables, based on the services provided in Tower D. The schedule must also show a maximum transition period of three (3) months and recommend timelines for the network transformation. Defined Roles and Responsibilities (between SARS, the outgoing vendor, and incoming vendor). Stakeholder Engagement and Communication. Risk Management. 	<p>4 = 2.87</p> <p>0 = 0.00</p>	17

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
			<ul style="list-style-type: none"> • Deployment and migration approach. • Training and Knowledge Transfer. • Quality assurance. • Post-Transition Support and Optimisation. • Transition approach: Specify how downtime and disruptions will be minimised during the transition. <ul style="list-style-type: none"> ▪ <p>0: The Bidder's proposal for a transition plan does not meet SARS's minimum requirements for a successful transition project.</p>		
4.4.	Security — Organisational Management Structure	<p>SARS aims to establish whether the Bidder's organisational approach to security management as defined within the ISO 27001 framework and with specific reference to an implemented ISMS. The Bidder must give as much information as possible to show its security approach and how it will benefit SARS in the delivery of the Services in this Tower.</p> <p>The Bidder will be evaluated formally on the following basis:</p>	<p>4: The Bidder has shown an approved and <u>well-appointed</u> organisational HR structure with specific reference to Information Security and Risk Management. <u>Single accountability</u> for Information Security (formally appointed CISO/ISO or equivalent). The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate <u>all ISMS requirements</u> as stipulated in the ISO 27001 framework.</p> <p>2: The Bidder has shown approved but <u>limited appointment</u> (acting/vacant) positions in the organisational HR structure with specific reference to Information Security and Risk Management. <u>No single accountability</u> for Information Security (no appointed</p>	<p>4 = 0.71</p> <p>2 = 0.36</p> <p>0 = 0.00</p>	18A

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<ul style="list-style-type: none"> SARS seeks to establish the extent to which the Bidder has an approved and well-appointed organisational HR structure with specific reference to Information Security and Risk Management. <p>Bidders who have a single point of accountability regarding Information Security (formally appointed CISO/ISO or equivalent) will achieve maximum points for this criterion.</p> <p>The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate all ISMS requirements as stipulated in the ISO 27001 framework.</p>	<p>CISCO/ISO or equivalent). The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate <u>partial compliance</u> as stipulated in the ISO 27001 framework.</p> <p>0: The Bidder has not shown an approved or appointed organisational structure with specific reference to Information Security and Risk Management or has demonstrated no single accountability for Information Security (no appointed CISO/ISO or equivalent).</p>		
4.5.	Security — Organisational Policy	SARS aims to establish the Bidder's organisational approach to security management as defined	4: The Bidder has shown its implemented ISM capability with specific reference to organisational strategy and <u>approved</u>	4 = 0.71 2 = 0.36 0 = 0.00	18A

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<p>within the ISO 27001 framework and with specific reference to an implemented ISMS.</p> <p>The Bidder must give as much information as possible to explain its security approach and how it will benefit SARS in the delivery of the Services in this Tower.</p> <p>The Bidder will be evaluated formally on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown its implemented ISM capability with specific reference to organisational strategy and approved Information Security Policies and Procedures (Structure) that is in line with industry standards and has been formalised within its organisation. <p>The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter</p>	<p>Information Security Policies and Procedures (Structure) which are in line with industry standards and <u>have been formalised</u> within its organisation. The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate all ISMS requirements as it relates to Information Security Policies and Procedures as stipulated in the ISO 27001 framework.</p> <p>2: The Bidder has shown its implemented ISM capability with specific reference to organisational strategy, <u>draft (non-approved)</u> Information Security Policies, or Procedures (Structure) that <u>have not been formalised</u> within its organisation. The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate partial compliance as it relates to Information Security Policies and Procedures as stipulated in the ISO 27001 framework.</p> <p>0: The Bidder has no ISM capability, organisational strategy, or approved Information Security Policies or Procedures, nor are these formalised within its organisation.</p>		

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		must indicate all ISMS requirements as it relates to Information Security Policies and Procedures as stipulated in the ISO 27001 framework.			
4.6.	Information Security Control Measures	<p>SARS wants to know how the Bidder implements information-security control measures in its organisation. The Bidder must provide all relevant documentation that shows its information-security level and how it will benefit SARS in the delivery of the Services.</p> <p>The Bidder will be evaluated formally and generally on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown its approach to Information Security Control Measures being implemented including a detailed description of its solution to protect data at the Bidder's site and to transmit information to and from the Bidder's site. The description should include a detailed technical diagram indicating both physical and logical protection 	<p>4: The Bidder has shown, with substantiation, its capability to implement Information Security Control Measures. The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate all ISMS requirements as it relates to Control Measures as stipulated in the ISO 27001 framework.</p> <p>2: The Bidder has shown its limited approach it has to Information Security Measures implemented. The evidence must be provided by the Bidder's duly appointed Auditor, and the compliance letter must indicate all ISMS requirements or partial compliance as it relates to Control Measures as stipulated in the ISO 27001 framework.</p> <p>0: The Bidder has not shown, with any substantiation, that it has implemented any Security Control Measures as stipulated in the ISO 27001 framework.</p>	<p>4 = 1.07</p> <p>2 = 0.54</p> <p>0 = 0.00</p>	19

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		<p>mechanisms including information and IT security measures (logical access control [passwords]; firewalls; intrusion prevention; anti-virus; audit capability).</p> <p>Descriptions of appropriate safeguards (through technical controls) against the unauthorised access, destruction, loss, or alteration of SARS's confidential Information under the management of the Bidder.</p> <ul style="list-style-type: none"> • Description of processes and procedures implemented to secure the Bidder's hardware and software, and to prevent unauthorised access to the Bidder's environment so as to protect the confidentiality, integrity, and non-repudiation of SARS's confidential information that is transmitted through or stored on Bidder's infrastructure. The evidence must be provided by the Bidder's duly appointed auditor, and the compliance letter must indicate all ISMS requirements as it relates to 			

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		Control Measures as stipulated in the ISO 27001 framework.			
4.7.	Security Incident Management	<p>SARS aims to establish the Bidder's management approach to Security-related incidents. The Bidder must give as much information as possible to justify its claims that its way of handling security-related incidents will benefit SARS in the delivery of this service.</p> <p>The Bidder will be evaluated formally and generally on the following basis:</p> <ul style="list-style-type: none"> The Bidder has shown that its approach to Security Incident Management complies with the ISO 27001 framework which includes Identification, Assessment, Decision, and Response to information-security events. The evidence needs to be provided by the Bidder's duly appointed Auditor, and the compliance letter needs to indicate all ISMS requirements 	<p>4: The Bidder has shown, with substantiation, the approach it has to Security Incident Management as stipulated in the ISO 27001 framework. The evidence needs to be provided by the Bidder's duly appointed Auditor, and the compliance letter needs to indicate all ISMS requirements as it relates to Security Incident Management as stipulated in the ISO 27001 framework.</p> <p>2: The Bidder has shown, with limitations, the approach it has to Security Incident Management as stipulated in the ISO 27001 framework. The evidence needs to be provided by the Bidder's duly appointed Auditor, and the compliance letter needs to indicate all ISMS requirements or partial compliance as it relates to Security Incident Management as stipulated in the ISO 27001 framework.</p> <p>0: The Bidder has not shown and substantiated that it has implemented any Security Incident Management capability as stipulated in the ISO 27001 framework.</p>	<p>4 = 1.07</p> <p>2 = 0.54</p> <p>0 = 0.00</p>	20

No:	Sub-criterion	Inquiry	Specific evaluation guidelines	Inquiry weighting	TRT Reference
		as it relates to Security Incident Management as stipulated in the ISO 27001 framework.			