EFTA Surveillance Authority
35 Rue Belliard, 1040 Brussels

A Request For Proposal (RFP)
New Intranet Solution

Number # 01062015
Closing Date: July 1st 2015 – 24:00 hrs – Brussels time
RFP@eftasurv.int
Table of Contents

1 Introduction .................................................................................................................. 3
1.1 The Objective of the Present Procurement Process .................................................. 3
1.2 The Contracting Authority .......................................................................................... 3
1.3 The EFTA Surveillance Authority (“the Authority”) .................................................... 4
1.4 Current Intranet Solution ............................................................................................ 5
1.5 Project Description ....................................................................................................... 5
1.6 Project Objectives ......................................................................................................... 5
2 Core Principles for the Future Intranet Solution ............................................................ 5
2.1 Usability, flexibility and availability ............................................................................. 5
2.2 Accessibility .................................................................................................................. 6
2.3 Content and Structure .................................................................................................. 6
   2.3.1 Content Items ........................................................................................................ 6
   2.3.2 Content Types ....................................................................................................... 6
   2.3.3 Categories ............................................................................................................ 7
   2.3.4 Tags ...................................................................................................................... 7
2.4 Navigation ..................................................................................................................... 7
2.5 Templates and Content Modules .................................................................................. 7
2.6 Graphic Design and Layout ......................................................................................... 8
3 Scope of Work ................................................................................................................ 8
   3.1 Project Management Plan .......................................................................................... 8
   3.2 Graphic Design and Build of the New Solution ......................................................... 8
   3.3 Implementation of the New Solution ......................................................................... 9
   3.4 System Production Testing ....................................................................................... 9
   3.5 Systems & End User Documentation & Training ....................................................... 9
   3.6 Solution Delivery, System Acceptance Testing and Go-Live .................................... 9
   3.7 Systems Maintenance & Ongoing Technical Support ................................................ 9
   3.8 Deliverables ............................................................................................................. 9
3.9 Software and Hardware ............................................................................................... 9
   3.10 Support Maintenance .............................................................................................. 10
4 Functional and Technical Specifications ..................................................................... 11
5 The Tendering and Procurement Process ..................................................................... 12
   5.1 Schedule ................................................................................................................ 12
   5.2 Procedure for Submitting Proposals ....................................................................... 12
   5.3 Procedure for Submitting Inquiries ....................................................................... 12
6 Organisation of Proposal ............................................................................................. 13
   5.6 The Bidder ................................................................................................................ 13
       5.6.1 Transmittal Letter .............................................................................................. 13
       5.6.2 Executive Summary .......................................................................................... 13
       5.6.3 Company Profile ............................................................................................... 13
       5.6.4 Relevant Experience and References ................................................................ 14
       5.6.5 Key Staff Experience and Availability ............................................................. 14
       5.6.6 Services by Subcontractors ............................................................................. 14
   5.7 Functional and Technical Proposal ......................................................................... 14
       5.7.1 Project Assumptions and Expectations .............................................................. 14
       5.7.2 Proposed Solution ............................................................................................. 15
       5.7.3 Functional and Technical Specification Tables – Appendix I ................................ 15
       5.7.4 Implementation Plan ......................................................................................... 15
       5.7.5 Testing Plan ....................................................................................................... 15
       5.7.6 Training Plan ..................................................................................................... 15
       5.7.7 Work Plan ........................................................................................................ 15
5.8 Cost Proposal – Appendix II .................................................................................. 15
6 Evaluation Procedure and Criteria .............................................................................. 16
   6.1 Bidders’ Responsiveness ........................................................................................ 16
   6.2 Proposal Evaluation ................................................................................................ 16
   6.3 Presentation of Proposed Solution ......................................................................... 16
   6.4 Final Selection ........................................................................................................ 16
1 Introduction

1.1 The Objective of the Present Procurement Process

The purpose of this RFP is to solicit proposals from qualified suppliers for designing, building, installing, and supporting an Intranet Solution for the EFTA Surveillance Authority, (“the Authority”). This system shall be bid as a turn-key installation by a prime Bidder. This Project is being funded with the goal of selecting, awarding, developing and installing a solution that best meets the functional and technical requirements set forth in this tender document.

This RFP contains sufficient information and instructions to enable qualified Bidders to prepare and submit bids and supporting material. To be considered responsive, Bidders must submit a complete bid that substantially satisfies all requirements as stated in this RFP. This RFP contains all systems requirements, evaluation criteria, and Bidders’ responsibilities. This RFP also contains all major terms and conditions that the successful Bidder will be expected to accept.

The objective of the present procedure is to select one provider of services for a new Intranet Solution for the Authority.

There are five Appendices to this document, see Section 8 below.

- Appendix I – Functional and Technical Specifications
- Appendix II – Cost Proposal
- Appendix III – Draft Content Structure
- Appendix IV – Draft Navigation Structure
- Appendix V – Example Wireframes

1.2 The Contracting Authority

EFTA Surveillance Authority
Rue Belliard, 35
1040 Brussels
Belgium
1.3 The EFTA Surveillance Authority ("the Authority")

The European Economic Area ("EEA") consists of the 28 Member States of the European Union ("EU") and three European Free Trade Association ("EFTA") States: Iceland, Liechtenstein and Norway. It was established by the EEA Agreement, an international agreement which enables the three EFTA states to participate fully in the European internal (or single) market.

The Agreement on the European Economic Area ("EEA Agreement") entered into force on 1 January 1994. Its purpose is to guarantee the free movement of goods, people, services and capital – "the four freedoms" - in all 31 EEA States. The contracting parties to the EEA Agreement are the EEA States and the European Community.

The EEA Agreement seeks to guarantee equal conditions of competition, and equal rights to participate in the internal market for citizens and economic operators in the EEA. It also provides for co-operation across the EEA in other important areas such as research and development, education, social policy, the environment, consumer protection, tourism and culture. By removing barriers to trade and by opening new opportunities for some 500 million Europeans, the creation of the EEA stimulates economic growth and adds to the international competitiveness of the EEA States.

The successful operation of the EEA Agreement depends upon uniform implementation and application of the common rules in each of the 31 EEA States. A two-pillar system of supervision has been established: EU Member States are supervised by the European Commission, while the participating EFTA States are supervised by the Authority.

Role of the Authority

The Authority ensures that the participating EFTA States - Iceland, Liechtenstein and Norway - respect their obligations under the EEA Agreement.

The Authority seeks to protect the rights of individuals and market participants who find their rights infringed by rules or practices of the EFTA States or companies within those states. Such rules or practices may, for example, be discriminatory, impose unnecessary burdens on commercial activity, or constitute unlawful state aid. The Authority may in such cases initiate proceedings against the EFTA State at the EFTA Court, seeking a change in the relevant rules or practices.

The Authority also enforces restrictions on state aid, assessing its compatibility with the functioning of the internal market, and has the power to order repayment of unlawful state aid.

The Authority also ensures that companies operating in the EFTA countries abide by the rules relating to competition. The Authority can investigate possible infringements of EEA provisions, either on its own initiative, or on the basis of complaints, and can impose fines on individual undertakings and assess mergers between undertakings where certain thresholds are met.

In monitoring and enforcing the Agreement, the Authority has powers that correspond to those of the European Commission. There is close contact and co-operation between the European Commission and the Authority. The two institutions oversee the application of the same laws in different parts of the EEA.

Organisation

The Authority operates independently of the EFTA States and is based in Brussels. The Authority is led by a College which consists of three Members, each appointed for a period of four years by the three participating EFTA States. Although College Members are appointed by the Member States, they undertake their functions independently and free of political direction. All decisions which formally bind the Authority are taken by the College.

The College is served by four departments that comprise the staff of the Authority: the Internal Market Affairs Directorate, the Competition and State Aid Directorate, the Legal and Executive Affairs Department and the Administration.
In 2014, the Authority consisted of 68 persons, including the three College Members, staff employed on fixed-term contracts, temporary staff, national experts seconded from the EFTA States’ public administrations, and trainees. In 2014, 15 nationalities were represented amongst the staff and approximately half of the fixed-term and temporary staff members were EFTA nationals.

For more information, the Authority’s annual report is available on its website, http://www.eftasurv.int/press-publications/annual-reports/.

1.4 Current Intranet Solution

The current intranet solution of the Authority is outdated and is based on Microsoft SharePoint 2007. Either the underlying technology of the current system needs to be updated to a newer version or the entire system must be replaced with a new solution.

No migration of data from the current intranet solution to the new solution is foreseen.

1.5 Project Description

The intranet project is aimed at developing a modern, well-structured and efficient internal website (intranet) which will serve two important objectives:

1) facilitate internal communication and knowledge sharing, and
2) offer easy access to information related to employment conditions, the workplace and other practical matters to the staff of the Authority.

1.6 Project Objectives

- The overall objective of this project is to build a user friendly intranet of high quality, meeting the needs of the organisation, and in accordance with modern standards.

- The intranet should be an important tool to improve and foster internal knowledge sharing and to help build and keep the institutional knowledge of the Authority.

- Easy access to information and user friendly functionality are vital for the usability of the intranet. At the same time, avoiding duplicated content storage is essential to efficient information management. Therefore, an essential requirement for the new system will be that it can easily be integrated with the Authority’s existing case handling system (GoPro). All relevant documents will then be stored in GoPro while those concerning internal information will only be accessible through the intranet.

- To ensure that the intranet is kept up to date with relevant content, thereby proving itself useful to all staff, it is crucial to define clearly who will be responsible for the different content categories, and to establish routines for updating and revising the content.

2 Core Principles for the Future Intranet Solution

2.1 Usability, flexibility and availability

Given the limited size of the organisation and the high turn-over of staff, it is of utmost importance that the solution provided is very easy to use. This is equally important both for administrators, editors and for regular intranet users. Therefore, user experience will have a strong influence on the choice of solution.

In light of this, the solution should provide for front-end publishing and editing with a very low threshold for regular internet users. In some sections of the site, users will be invited to contribute with content. This should be possible using very simple forms and drag-and-drop functionality.
Also, in order to meet needs of the organisation that will develop over time, as well as to be able to adapt the solution in any changes to the available resources, it is crucial that the tool and the setup has a high degree of flexibility and that most changes can be performed internally by editors or administrators.

The selected software should be common on the market and supported by several consultancies, so that the Authority will not be bound to one single supplier. The solution proposed to the Authority should principally be based on out-of-the-box features of the software. With the exception of graphical design, tailoring of code should be kept to an absolute minimum.

2.2 Accessibility

The solution, when completely designed, set up and configured according to the needs described in the Authority’s requirements, shall conform to the Web Content Accessibility Guidelines 2.0 (WCAG 2.0) level AA.

2.3 Content and Structure

The building blocks of the solution must be designed with a high degree of usability and flexibility in mind. The following is a description of a setup that should be able to provide the needed flexibility. The selected solution might differ from this as long as the setup is regarded to provide at least the same degree of flexibility and usability.

2.3.1 Content Items

All changeable content in the solution, be it text, photos, videos, links or file attachments, shall be organised as content items. A content item is a unit which can hold different types of information and metadata which will appear to the user as one set of information. For example, a news article will be a content item, a profile page for a staff member will be another type of content item, a categorised pdf file in the Library section will be a third. Different kinds of content items, called content types below, must be configured to meet the needs described in the functional requirements.

2.3.2 Content Types

In the following are some examples of relevant content types, but this list should not be regarded as exhaustive.

✓ News article
   Text with possible inline photos or videos and links. Photo to be featured on the front page. One or more file attachments. Related content items. Link to related case file or documents in the case handling system. Likes and comments.

✓ Internal information article
   Much like a news article, but not meant to be shown on the front page.

✓ Important alert
   Short message to be shown on the front page in exceptional circumstances and for a limited period of time (e.g. regarding building or IT issues).

✓ Calendar event
   Information about seminars or important meetings, showing start and end time/date, title, description (possibly with a link) and venue. Should receive event details from Outlook. Likes and comments.

✓ Library article
   File attachments (usually pdfs) that are categorised/tagged to appear in an organised structure in the Library section. Likes and comments.
Wiki page

A user-generated article which can also hold photos, links and file attachments. Can be created and subsequently edited by all users. All changes are tracked and shown on an associated page. Likes and comments. In general, the number of different content types configured should be limited in order to simplify administration.

2.3.3 Categories

To keep content well organised and facilitate content management tasks, all content items should be placed in a hierarchical structure. This could be done by assigning a category to each content item. Categories should be nested in at least two levels, and an editor or administrator must be able to create and edit categories. It should be possible to move content items from one category to another.

A draft content structure with main and sub categories is provided in Appendix III.

2.3.4 Tags

To fine-tune the organisation of content items even more, and to help linking related information together, it should be possible to add one or more tags to each content item. The number of tags associated with an item should in principle be unlimited. Pre-defined tags should be hierarchically organised in at least two levels, and an editor or administrator must be able to make changes. It should also be possible for the creator of a new content item to create new tags on the fly.

The tags must be independent of the category structure, so that items placed in different categories can use the same tag(s).

2.4 Navigation

The navigation structure (menu) should be separate from the content structure (categories). A draft navigation structure is provided in Appendix IV.

In general, a menu item should point to a navigation page, and the navigation page should be configured to show links or parts of information from a certain sub-set of content items, based on categories and/or tags and other metadata (such as publication date). One navigation page would be the front page, another would be the Library section, a third one would be the staff directory.

The appearance of a given navigation page should depend on the template set up for that page, selected content modules and their placement on the page, and the configuration of the navigation page as well as the different content modules. All these elements should have a high degree of flexibility and be editable by editors or administrators.

A single content item should be displayed on a content page. Different content page types would be defined by a template, content modules (see below) and configuration of the page type.

2.5 Templates and Content Modules

The visual design of the intranet should be based on templates and content modules. Templates define the overall framework for displaying pages, including the layout grid and styling of content. Different parts of the site can use different templates.

Templates must be completely separable from the content, so that they can be adjusted or replaced without altering the content as such.

In order to ensure flexibility in the presentation, navigation pages and content pages should consist of different content modules placed within a layout grid. One content module could be used to display, for example, the main text of an article, while another module would automatically show related content based on tags, and a third module
would show users’ comments on the article. On a navigation page, one content module could show a list of content items in a specific category, another one could show links from an RSS feed, while a third one could show the page contact responsible for that page.

Editors or administrators should be able to change the selection and placement of individual content modules for a given navigation page or content page type.

2.6 Graphic Design and Layout

The *look and feel* of the new intranet should be clean and modern, and associable with the existing visual identity of the Authority. There is no design manual available, but some guidance can be drawn from the following sources:

- The Authority’s logo, as reproduced on the first page of this document. The logo colour is Pantone Uncoated 654 and the font is Trade Gothic.
- The external website: [www.eftasurv.int](http://www.eftasurv.int)
- The 2014 and 2013 Annual Reports, as well as the corresponding Summary Reports, available at: [www.eftasurv.int/2014](http://www.eftasurv.int/2014) and [www.eftasurv.int/2013](http://www.eftasurv.int/2013)

The main purpose of the graphic design will be to support the usability and accessibility of the solution.

The layout of all intranet pages shall be based on best practices and provide for a high quality user experience. Some ideas regarding the layout are provided in the form of wireframes in Appendix V.

3 Scope of Work

This Scope of Work section defines the work activities and deliverables to be provided by the Bidder as part of the Project:

3.1 Project Management Plan

The Bidder shall develop and maintain a Project Management Plan using open source tools or Microsoft Project. The Project Management Plan will identify:

- Goals and objectives;
- Key steps and milestones to achieve stated objectives;
- Implementation timelines;
- Bidder’s Project Team members, roles and responsibilities.

The Project Management Plan will include prioritised new intranet activities and recommended action steps.

The Bidder will be required to prepare and submit written bi-weekly progress reports and formal monthly status reports as part of the Project Management Plan. Monthly status reports shall include a description of progress made during the reporting period; outstanding issues and recommendations for resolution; deliverables completed during the reporting periods; summary of risks and impacts identified and identification of the action and person(s) responsible for mitigating the risk and resolving problems.

3.2 Graphic Design and Build of the New Solution

The Bidder shall produce a detailed graphic design and build of the solution as described in appendices III, IV, and V, which shall include the systems architecture and functionality outline in the Functional and Technical Specifications (MS Excel format) set out in Appendix I, such as, but not limited to:

- Graphic design and layout with site structure/content consultation with minimum three workshops;
- Independent usability and accessibility evaluations during design phase;
• Integration of users from Microsoft Active Directory, granting of roles and access rights and single sign-on support;

### 3.3 Implementation of the New Solution

The Bidder shall install, configure and deploy its solution delivering a completely functional system consistent with the project goals as well as the functional and technical specifications set out in Appendix I. The solution shall be fully operational and ready for use by the end of December 2015.

### 3.4 System Production Testing

The Bidder shall provide production testing of the solution to ensure a fully-functional system prior to the go-live date. Production testing will include testing the solution at different levels, e.g., all application software and system level, security, performance and stress testing, etc.

### 3.5 Systems & End User Documentation & Training

The Bidder shall provide systems (role-based) end-user documentation (manuals, user guides in digital format) and training to ensure the effective and successful use of the solution.

### 3.6 Solution Delivery, System Acceptance Testing and Go-Live

The Bidder shall work with the Authority to provide the necessary technical staff to carry out the acceptance testing and go-live of the solution system. At a minimum, solution delivery and acceptance testing will include, but will not be limited to, developing a testing strategy, developing a testing plan and the preparation of test scripts. System testing will also include user-acceptance testing, integration testing, testing of configuration and stress and load testing. A complete system test will be carried out and signed-off by the Authority prior to going live.

### 3.7 Systems Maintenance & Ongoing Technical Support

The Bidder shall provide systems maintenance and ongoing technical support, including telephone, web-based and/or onsite technical support, as described in Section 3.10 below.

### 3.8 Deliverables

This subsection of the Scope of Work provides a description of the Deliverables to be provided by the Bidder.

- A Project Management Plan, with a corresponding Work Plan;
- A fully operational solution described in Section 2.2 above and in the Functional and Technical Specifications in Appendix I;
- All proposed software and components including licensing and terms;
- System documentation including installation procedures and configuration;
- A Testing Plan;
- Training for Administrators and Editors (highest-level users);
- Training manuals and user guides;
- Online or built-in help features.

### 3.9 Software and Hardware

This subsection of the Scope of Work provides a description of the proposed solution to be provided by the Bidder. The proposed solution shall be consistent with the Functional and Technical Specifications identified and detailed in Appendix I.
Software

The solution will include the following software as appropriate to meet the Authority’s objectives:

- Software solution including licenses for 100 concurrent end users;
- Web-enabled services;
- Workflow management;
- Integrated media archive and retrieval, including storage of documents, photos, video and sound files.

The Authority’s Technical Infrastructure

The solution will be hosted at the Authority in a virtual environment (VMware). The Authority will provide all hardware to host the solution.

The Authority’s server infrastructure is virtualised using VMware technology and Dell hardware. Three VMware hosts are connected via iSCSI to a storage solution with a capacity of 14.4 TB, where approximately 5 TB are in use at the moment.

The install base hardware description includes the following:

- 1 x Dell EqualLogic PS6100 VX dual controller with 24 x 600 GB 15 SAS disk;
- 3 x Dell PowerEdge R620 x8 base, dual CPU with 192 GB RAM and equipped with necessary connections to current network infrastructure and the iSCSI infrastructure;
- Operating System: VMWare ESXi v5.1.x; and
- Dell PowerConnect switches for iSCSI infrastructure.

There are approximately 25 virtual servers running on Windows Server 2008 and Windows Server 2012. The following Microsoft technology is deployed: MS Exchange, MS SQL server, MS Active Directory, MS IIS, MS SCCM. Veeam backup software is used for backup purposes. Backups are first written to disk and then copied to tape. Desktops (Dell Optiplex 980) are running on Windows 7 SP1 32 bit and MS Office 2013. Only a few laptops are used.

The network consists of Cisco Catalyst switches. There is a 50 MBps full duplex Internet connection. Remote access is provided through an SSL VPN solution.

3.10 Support Maintenance

This subsection of the Scope of Work provides a description of the required system-support maintenance to be provided by the Bidder. Following implementation and acceptance of the system, the Bidder shall provide ongoing maintenance and support by annual contract.

- Terms of support shall include response within four (4) hours and resolution within one (1) business day. Support may be provided online, by remote access or on site as appropriate.

- Remote access by the Bidder must be conducted utilising the method dictated by the Authority. Terms of maintenance shall include all upgrades, patches and new releases.

- The first annual maintenance and support contract shall not commence until the system has been fully implemented and accepted by the Authority.

- Annual maintenance and support costs shall conform to those detailed in Appendix II – Cost Proposal.
4 Functional and Technical Specifications

The Bidder must complete the Functional and Technical Specifications tables set out in Appendix I (MS Excel) and include them as an attachment to the Proposal in Microsoft Excel format (see below).

The Functional and Technical Specifications should be used to indicate whether specified functions:
- are included in the Proposal,
- can be included by way of modifications,
- are supported via a third-party solution,
- are supported via customisation,
- will be supported in a future release, or
- are not/will not be supported.

The Authority does not expect the proposed solution to provide all of the functionality specified in the Functional and Technical Specifications. However, Functional and Technical Specifications that are most important for the Authority’s performance are considered “Must” items and identified with a priority “1” designation in the Excel sheet. The Authority has categorised the Functional and Technical Specifications as follows:

1 – Must    2 – Should    3 – Could

Bidders must examine the Functional and Technical Specifications carefully. In case any doubt arises as to the meaning or intent of anything in the specifications, an inquiry should be made by email (RFP@ettasurv.int) to the Authority before submitting the Proposal. The submission of a Proposal shall indicate that the Bidder thoroughly understands the terms of the Functional and Technical Specifications.

---

**Invitation to Tender (ITT)**

**Instructions**

**ITT Rating Legend**

<table>
<thead>
<tr>
<th>Response</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUP</td>
<td>Supported as delivered &quot;out-of-the-box&quot;</td>
</tr>
<tr>
<td>MOD</td>
<td>Supported via modifications (screen configurations, reports, GUI, etc.)</td>
</tr>
<tr>
<td>3RD</td>
<td>Supported via a third-party solution (name the third-party product)</td>
</tr>
<tr>
<td>CST</td>
<td>Supported via customization (changes to source code and/or through open APIs)</td>
</tr>
<tr>
<td>FUT</td>
<td>Will be supported in a future release</td>
</tr>
<tr>
<td>NS</td>
<td>Not supported</td>
</tr>
</tbody>
</table>

**Priority Explanation**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MUST have this</td>
</tr>
<tr>
<td>2</td>
<td>SHOULD have this if at all possible</td>
</tr>
<tr>
<td>3</td>
<td>COULD have this if it does not affect anything else</td>
</tr>
</tbody>
</table>

**ITT Example**

<table>
<thead>
<tr>
<th>Module</th>
<th>Criteria</th>
<th>Priority</th>
<th>SUP</th>
<th>MOD</th>
<th>3RD</th>
<th>CST</th>
<th>FUT</th>
<th>NS</th>
<th>Coasts</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Category of Module 1</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Criterion 1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Criterion 2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Criterion 3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Criterion 4</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.5</td>
<td>Criterion 5</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50.00</td>
</tr>
<tr>
<td>1.6</td>
<td>Criterion 6</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100.00</td>
</tr>
</tbody>
</table>
5 The Tendering and Procurement Process

5.1 Schedule

The following is the schedule for this RFP process (which may be subject to change):

<table>
<thead>
<tr>
<th>Tentative Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 June 2015</td>
<td>Issue Date of RFP</td>
</tr>
<tr>
<td>10 June 2015</td>
<td>Deadline for Submission of Questions</td>
</tr>
<tr>
<td>12 June 2015</td>
<td>Deadline for the Authority’s Response to Questions</td>
</tr>
<tr>
<td>1 July 2015</td>
<td>Proposal Submission Deadline (Due Date)</td>
</tr>
<tr>
<td>July/August 2015</td>
<td>Selected finalists invited to present their offers</td>
</tr>
<tr>
<td>July/August 2015</td>
<td>Recommendation to the Steering Group</td>
</tr>
<tr>
<td>July/August 2015</td>
<td>Decision communicated to Bidders</td>
</tr>
<tr>
<td>August/Sept. 2015</td>
<td>Award of Contract</td>
</tr>
<tr>
<td>from September 2015</td>
<td>Design, Build, Implementation and Roll-Out</td>
</tr>
<tr>
<td>December 2015</td>
<td>Fully operational and ready for use</td>
</tr>
</tbody>
</table>

5.2 Procedure for Submitting Proposals

Proposals shall be submitted to the Authority by email to RFP@eftasurv.int or by an electronic copy (CD or USB), together with any additional materials, to the following address no later than the date and time stated in the Schedule set out in Section 5.1 of this RFP:

EFTA Surveillance Authority  
Attn: Andreas Kjeldsberg Pihl  
Rue Belliard 35  
1040 Brussels  
Belgium

Bidders are responsible for ensuring receipt of the Proposal at the designated place and by the deadline stated above.

5.3 Procedure for Submitting Inquiries

Questions or requests for clarification pertaining to this RFP should be submitted by email (not by telephone) solely to:

RFP@eftasurv.int

All questions must be submitted by the deadline indicated in the Schedule set out in Section 5.1. The Authority may determine that a Proposal is non-responsive if the Bidder has had contact with any other representative of the Authority.
5.4 **Proposal Format Requirements**

Proposals should be clearly marked with the name and address of the Bidder and should be marked with the name of this RFP as indicated on the cover of this RFP.

The bound Proposal should be in an A4 format, using a minimum 12-point type size. Margins may be no less than 2.54cm, including top and bottom. Line spacing should be equal to “single.”

5.5 **Organisation of Proposal**

In order to be considered responsive, Bidders must provide a Proposal that consists of three sections, organised and prepared as follows:

- The Bidder;
- Functional and Technical Proposal; and
- Cost Proposal.

5.6 **The Bidder**

5.6.1 **Transmittal Letter**

The Transmittal Letter shall include the Bidder’s name, address, telephone number, fax number, email address and point of contact for the Proposal. The Transmittal Letter must be signed by a company official authorised to enter into binding contracts.

5.6.2 **Executive Summary**

An Executive Summary of no more than two pages should describe the main features of the Proposal, including qualifications, recommendations and costs, expectations, overall time frame, and vision of the system and functionality upon completion of implementation.

The Executive Summary must also identify the Project Manager designated as the single point of contact for the Authority during implementation of the Project. It should provide the name, address, telephone number and email address of the identified Project Manager. The Project Manager will be responsible for coordination of all communications by the Bidder, including trainers, schedulers, programmers, installers, and application support.

5.6.3 **Company Profile**

The Bidder shall provide the following information. If proposing to subcontract any portion of the work, the same information must be provided for each subcontractor.

- Bidder’s contact details, including name, address, and telephone details.
- Year of establishment of the Bidder’s company/companies (including former company names and year established, if applicable).
- Type of ownership and parent company, if applicable.
- Evidence of the Bidder’s financial stability, including a financial statement or annual report. Please mark “Confidential” if you do not want public disclosure of such documentation.
- Areas of expertise.
• Management organisation chart showing director, officer, project management, quality assurance and other relevant positions with names and reporting structure.

5.6.4 Relevant Experience and References

Proposals should contain a summary of demonstrated expertise and experience of the Bidder (and/or sub consultants) in successfully completing projects similar to this Project described in this RFP.

A minimum of three (3) project references with government agencies or similar scope must be provided. The projects must have occurred within the last 60 months.

For each project and/or reference name, please include the following:

- Project name;
- Name and address of client;
- Client contact person (name, position, e-mail address, current phone number);
- Period of contract;
- Description of services provided;
- Amount of the contract; and
- Status and comments.

The Authority reserves the right to conduct reference checks when evaluating Proposals. The Authority may, at its sole discretion, decide not to select a Bidder.

5.6.5 Key Staff Experience and Availability

The Proposal should identify all key staff who will be assigned to the Project, including but not limited to the Project Manager, training coordinator and trainers, programmers, installers, and system support. Please provide a description or resume for each individual, not exceeding two (2) pages per Project Team member. The resumes should reference only applicable experience related to the scope of this Project. If proposing to subcontract any portion of the work, the same information must be provided for each subcontractor. Additionally, please provide a coordination/communication chart for the Project Team.

5.6.6 Services by Subcontractors

The Bidder may, with prior written authorisation from the Authority, contract with one or more qualified subcontractors ("Subcontractor Agreement") to perform a portion of the Services, provided, however, that the Bidder shall remain solely responsible to the Authority for performance of all work carried out under this Agreement and, provided further, that the Authority shall have no responsibility for the review or supervision of the work of any subcontractor or for any payment to any subcontractor. All Subcontractor Agreements shall require the subcontractor to comply with the invoicing, insurance, suspension of work, audit, documentation, confidentiality and return of records obligations imposed on any Bidder by this Agreement. No subcontractor shall be deemed to be a third-party beneficiary of this Agreement or to have any other rights under this Agreement.

5.7 Functional and Technical Proposal

5.7.1 Project Assumptions and Expectations

The Bidder shall identify all key assumptions being made as part of the Proposal. This includes listing all expectations regarding the Authority’s involvement and participation in the Project, including an estimation of the time involved.
5.7.2 Proposed Solution

The Bidder shall describe in detail the solution being proposed. The Proposal should address functionality, system requirements, and any other information necessary to explain how the solution will meet the Functional and Technical Specifications detailed in Appendix I, along with the Evaluation Criteria outlined in Section 6 of the RFP.

Recommendations or requirements for hardware other than that currently available within the Authority’s existing infrastructure must be identified and justified.

Brochures, technical specifications (Excel format) and any other explanatory material related to the proposed system may be included as Appendices to the Proposal.

5.7.3 Functional and Technical Specification Tables – Appendix I

See instructions in Section 4 for completing these tables.

5.7.4 Implementation Plan

The Proposal should describe in detail the implementation of the proposed solution. This should include a discussion of how change management will be addressed, how the Project will be phased, and the timing and necessity of the Authority’s hardware and staff resources. This should further entail defining and identifying the point at which the Bidder would deem implementation “complete” and the solution would be turned over to the Authority for fully-functional operations.

5.7.5 Testing Plan

The Proposal should describe in detail the Testing Plan for each component and phase proposed. Testing must include a sample of the Authority’s documents. Testing must also address system speed, storage, backup and recovery. A detailed test plan should be included in the Proposal.

5.7.6 Training Plan

The Proposal should provide a detailed plan that addresses the training needs of:

- System Administrators;
- Editors (highest-level users); and
- Documentation (Manuals, Guides, Online, PDFs, and Videos).

5.7.7 Work Plan

The Proposal should provide a project schedule showing significant tasks with milestones. The Work Plan would be used to develop the Project Management Plan identified in the Scope of Work. This should include tasks, if any, to be performed by the Authority and a discussion of the timing of deliverables and the expected effort from the Authority. A Gant chart must be included.

5.8 Cost Proposal – Appendix II

Bidders are to provide an itemised list of all costs related to the Proposal. Bidders must use the downloadable MS Excel-based format provided in Appendix II – Cost Proposal.

All amounts are to be stated in EUR. Unless otherwise specified, all Cost Proposals shall be binding for one hundred and twenty (120) calendar days following the Proposal Submission Date, unless extended by mutual consent of all parties. The Authority will correct any errors in computations when the Proposals are being examined. The selected Bidder shall be paid in accordance with the Cost Proposal submitted (or as otherwise negotiated and agreed to by the Authority).
6 Evaluation Procedure and Criteria

The Authority intends to select the economically most advantageous offer for the Authority based on the award criteria described in Section 6.2 below. The selected Bidder will not be based solely on quoted pricing. The Authority reserves the right to contract by individual items, in the aggregate, or in combination thereof, or to reject any or all Proposals and to waive any informality in Proposals received whenever such rejection or waiver is in the best interest of the Authority.

6.1 Bidders’ Responsiveness

Bidders are advised that failure to comply with the general instructions and submittal requirements, including required attachments, may result in non-acceptance of a Proposal. Bidders are further advised that lengthy or wordy submissions are not necessary.

6.2 Proposal Evaluation

All Proposals will be evaluated and scored by the Selection Committee based on the following Evaluation Criteria:

<table>
<thead>
<tr>
<th>Award Criteria</th>
<th>Weighting (Maximum Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>15</td>
</tr>
<tr>
<td>Bidder Overview – Experience</td>
<td>15</td>
</tr>
<tr>
<td>Bidder Overview – Key Staff</td>
<td>5</td>
</tr>
<tr>
<td>Functional and technical characteristics</td>
<td>40</td>
</tr>
<tr>
<td>Proposal – Plan Compliance with Functional and Technical Specifications</td>
<td>40</td>
</tr>
<tr>
<td>Delivery</td>
<td>5</td>
</tr>
<tr>
<td>Proposal - Work Plan</td>
<td>5</td>
</tr>
<tr>
<td>Costs</td>
<td>35</td>
</tr>
<tr>
<td>Proposal - Cost</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Based on the scoring of Proposals, selected finalists will be invited to make presentations to the Selection Committee.

6.3 Presentation of Proposed Solution

Selected finalists who are invited to make presentations to the Selection Committee, as set out in the Schedule in Section 5.1 of this RFP, must demonstrate the ability of the proposed solution to meet the Functional and Technical Requirements. This should also include a short live demonstration of the solution and the publishing of an article as an example. Finalists should also be prepared to answer any technical questions necessary to allow the Selection Committee to fully understand how the proposed system meets the requirements.

6.4 Final Selection

Final selection of the Bidder for the Project will be made based on evaluation of the Proposal, presentation of the proposed solution as well as reference experiences. The selected Bidder will be invited to enter into negotiations with the Authority. If no Agreement is reached between the Authority and the selected Bidder, the Authority may, after having informed the Bidder, enter into negotiations with the Bidder that was rated second.
6.5 Terms of Payment

Bidders shall base their Proposal on the terms of payments described below:

- Twenty percent (20%) of the contract value shall be paid by the Authority at the signing of the contract;
- Sixty percent (60%) of the contract value shall be paid by the Authority after the system has successfully passed acceptance testing; and
- Twenty percent (20%) of the contract value shall be paid by the Authority two (2) months after trouble-free use. Trouble-free use when there are no outstanding issues with the solution agreed upon by both parties.

As each payment stage becomes due, the Bidder shall issue an invoice. Such invoices will be paid when the Authority confirms that the conditions for each payment have been met.

6.6 General Conditions

- Please provide all requested information as concisely as possible. All tender documents and communication between the parties should be in English.
- All amounts are to be stated in EUR.
- All false, incomplete or misleading answers or statements will be grounds for disqualification.
- Neither the Authority nor any Bidder shall be bound in any way by any bid or proposal. Only the formal contract signed by the Authority and the selected Bidder will be binding on these parties, and in particular as regards financial consequences.

7 Miscellaneous

7.1 Jurisdiction and law applicable to this procurement process and to the contract to be concluded

This award procedure shall be governed by internal procedure as laid down in Authority Procurement Procedures as well as an analogous application of the provisions of Directive 2004/18 where appropriate.

The successful Bidder will be identified in a Decision of the Authority which shall be notified in writing to all parties having presented a tender.

The body responsible for any appeals procedures regarding the procurement procedure is the EFTA Court, 1 rue du Fort Thüngen, L-1499 Luxembourg. Tel. (352) 42 10 81, Email: registry@eftacourt.int.

The contract concluded with the successful contractor shall be governed by the laws of the Kingdom of Belgium and shall be such as to ensure the continued application of the Headquarters Agreement, in particular its Article 6.

Any dispute arising out of or in relation to the contract shall be settled finally under the Centre belge d’arbitrage et de médiation – CEPANI – Rules of Arbitration by one or more arbitrators appointed in accordance with those Rules. The seat of the arbitration shall be Brussels, Belgium.

The arbitration shall be conducted in English. The parties to the contract expressly exclude any application for setting aside the arbitral award. The parties may agree to submit a dispute to mediation before commencing arbitration proceedings.

7.2 Confidentiality

All offers and negotiations will be handled as confidential subject to the Authority’s rules on public access to documents (Decision 300/12/COL of 5 September 2012, available at: www.eftasurv.int/access) which largely correspond to those of the EU Transparency Regulation No. 1049/2001.
7.3 **Cost incurred in connection with the tender procedure**

No costs incurred by Bidders whether in connection with this RFP procedure will be refunded by the Authority. This covers, in particular, costs related to the production, delivery and follow-up of RFP documents, or the negotiation process.
8 Appendices

8.1 Appendix I – Functional and Technical Specifications
Appendix I, Functional and Technical Specifications, is the downloadable, MS Excel-based version of the Functional and Technical Specifications (Requirements) described in Section 4 of the RFP. Bidders are to complete the MS Excel-based version of Appendix I using the instructions provided in Section 4 and to submit their completed response by email to RFP@eftasurv.int

Download file:
http://www.eftasurv.int/media/documents/Appendix-I---Functional-and-Technical-Specifications.xlsx

8.2 Appendix II – Cost Proposal
Appendix II, Cost Proposal, is the downloadable, MS Excel-based version of the Cost Proposal. Bidders are to complete the MS Excel-based version of Appendix II using the instructions provided in Section 5.8 and to submit their completed response by email to RFP@eftasurv.int

Download file:
http://www.eftasurv.int/media/documents/Appendix-II---Cost-Proposal.xlsx

8.3 Appendix III – Draft Content Structure
Download file:

8.4 Appendix IV – Draft Navigation Structure
Download file:

8.5 Appendix V – Example Wireframes
Download file:
http://www.eftasurv.int/media/documents/Appendix-V---Example-Wireframes.pdf