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Invitation to tender TAXUD/2010/AO-13

**IT SERVICE MANAGEMENT
FOR
IT SYSTEMS & INFRASTRUCTURE OPERATION
OF**

THE DIRECTORATE-GENERAL FOR TAXATION & CUSTOMS UNION

ITSM2

Annex II.A.2:

Lot1: Technical Specifications

- To be definition

TAXUD/R5 – INVITATION TO TENDER TAXUD/2010/AO-13	REF: ITSM2-Lot1-To be
TAXUD ITSM2 Lot1 – ANNEX II – SERVICE REQUIREMENTS:	
ANNEX II.A.2: LOT1: TECHNICAL SPECIFICATIONS - "To be definition"	

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Typographic conventions

The following typographic conventions are used in this document:

The following [convention](#) indicates a link

The following indicates one of these keywords: **CCN2, TES, Lot1, Lot2 or Lot3**



Draws attention to important information



Indicates deviations or important information



Indicates that this requirements must be clearly addressed in the tender



Indicates the quantities revision mechanism linked to the pricing model

TAXUD/R5 – INVITATION TO TENDER TAXUD/2010/AO-13	REF: ITSM2-Lot1-To be
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ANNEX II.A.2: LOT1: TECHNICAL SPECIFICATIONS - "To be definition"	

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1 Acronyms and definitions



In this document, the Directorate-General Taxation and Customs Union of the European Commission, which is the contracting authority, will be further referred to as “the Commission” or "DG TAXUD".



Definition of the acronyms related to the different applications (e.g. TARIC3, ART2, TTA, CM/MIS, CS/RD...) are not listed.



Tenderer is to be understood as an economic operator who has submitted a tender with a view to concluding a contract. In this call for tenders, "Tender" and "Bid" are used as synonyms.

Acronyms and definitions

Acronym	Definition
ACD	Automated Call Distribution
ACT	Application configuration tool
AMDB	Availability Management Database
BCP	Business Continuity Plan
BL	Baseline
BMM	Bilateral Monthly Meeting
BT	Business Thread (e.g. Excise, Taxation, Customs)
BTM	Business Thread Manager
CAB	Change Advisory Board
CAP	Capacity Management
CAPS	Customs Applications
CCN	Common Communications Network
CCN2	Common Communications Network 2

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Acronyms and definitions	
Acronym	Definition
CCN/TC	Common Communications Network / Technical Centre
CCN/CSI	Common Communications Network / Common System Interface
CCN/WAN	Common Communications Network / Wide Area Network provider
CDB	Capacity Management Database
CI	Configuration Item
CIRCA	Communication and Information Resource Centre Administrator
CMDB	Configuration Management Database
CMMI	Capability Maturity Model Integration
COTS	Commercial Off-The-Self (software packages)
CQP	Contract Quality Plan
CSIP	Continuous Service Improvement Programme
CSIPM	Continuous Service Improvement Programme Manager
CSISC	Continuous Service Improvement Steering Committee
CT	Conformance test
CUSTDEV2	Development contractor for customs systems 2
DDS	Data Dissemination System
DG	Directorate General
DG AGRI	European Commission DG Agriculture
DIGIT	Directorate-General for Informatics
DIGIT/DC	Data Centre of the European Commission / DIGIT Data Centre
DLV	Deliverable
DM	Demand Management
DML	Definitive Media Library
DMZ	Demilitarized Zone

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Acronyms and definitions	
Acronym	Definition
DRP	Disaster Recovery Plan
DSL	Definitive Software Library
DTM	Deliverable Tracking Matrix
EfA	Estimate for Action
EU	European Union
FAQ	Frequently Asked Questions
FAT	Factory Acceptance Test
FITSDEV	Development contractor for Fiscalis ¹ systems
FITSDEV2	Development contractor for Fiscalis systems 2 (Replacing FITSDEV)
FP	Fixed Price
FQP	Framework Quality Plan
GANTT	A chart that depicts progress in relation to time
GQI	General/Global Quality Indicator
GW	Gateway
HW	Hardware
ICT	Information & Communications Technology
ICT IM	ICT Infrastructure Management (ITIL process)
IP	Internet Protocol
IPSec	Internet Protocol Security
IS	Information Systems
ISO	International Organisation for Standardisation
IT	Information Technology
ITIL	IT Infrastructure Library

¹ Covering Taxation and Excise

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Acronyms and definitions	
Acronym	Definition
ITOP	Weekly operational planning - Installation and Testing Operational Plan
ITSCM	ITSM Continuity Management process
ITSM	IT Service Management
ITSM2	IT Service Management 2 (ITSM2 Programme)
IVR	Interactive Voice Response
IWP	Internal Working Procedures
KDB	Knowledge Database
KEL	Known Error List
KPI	Key Performance Indicator
LCMS	Local CCN Mail Server
LISO	Information Security Officer
LSYA	Local System Administrator
MOM	Minutes of Meeting
MPR	Monthly Progress Report
MSA	Member State Administration
MSR	Monthly Service Report
MTTR	Mean Time To Repair
NA	National Administration
NCTS	New Computerised Transit System
OD	On Demand services
ODL	Operational Document Library
OGC	Office of Government Commerce
OIB	Office for infrastructure and logistics in Brussels
OIL	Office for infrastructure and logistics in Luxembourg

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Acronyms and definitions	
Acronym	Definition
OLA	Operational Level Agreement
OLAF	Office De Lutte Anti-fraude
OPL	Official Price List
OS	Operating System
P&I	Products & Infrastructure
PERT	Program evaluation and review technique. Also called "critical path method"
PQP	Programme Quality Plan
PreCT	Pre-Conformance Test
PSAT (preSAT)	Pre Site Acceptance Test
QA	Quality Assurance
QC	Quality Control
QoS	Quality of Service
QT	Qualification Tests
QTM	Quoted Time and Means
RfA	Request for Action
RfC	Request for Change
RfE	Request for Estimation
RfI	Request for Information
RfO	Request for Offer
RfS	Request for Service
SAT	Site Acceptance Testing
SB	Service Block
SC	Specific Contract
SD	Service Desk

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Acronyms and definitions	
Acronym	Definition
SfA	Submit for Acceptance
SfR	Submit for Review
SIPSC	Service Improvement Project Steering Committee
SMT	Service Management Tool
SLA	Service Level Agreement
SLM	Service Level Management
SMM	Service Monthly Meetings per BT
SMT	Service Management Tool
SPEED	Single Portal for Entry or Exit of Data
SPOC	Single Point of Contact
SQI	Specific Quality Indicator
SSH	Secure Shell
STEERCO	Steering Committee
SW	Software
T&S	Travel and Subsistence
TAXUD	Directorate-General for Taxation and Customs Union
TCO	Total cost of ownership
TEMPO	TAXUD Electronic Management of Projects Online
TES	Trans-European System
TIP	Technical Infrastructure Plan
ToC	Terms of Collaboration
ToR	Terms of Reference
UAM	User Access Management
UPS	Uninterruptible power supply

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Acronyms and definitions	
Acronym	Definition
USS	User Satisfaction Survey
VPN	Virtual Private Network
Working days ITSM	Working days ITSM= Monday to Friday, except 25.12 & 01.01
W-hours ITSM	Working Hours ITSM = Working Hours applicable to all Service Blocks on Working days (Mon-Fri) 07:00 – 20:00
Working days CCN	Working days CCN = Monday to Friday, except 25.12 & 01.01
W-hours CCN	Working Hours CCN = Working Hours applicable to all Service Blocks on Working days (Mon-Fri) 08:00 – 20:00
WAN	Wide Area Network
WBS	Work-Breakdown Structure
WIKI	Collaborative Web site
WP	Work package
X-DEV	Development contractors (FITSDEV / FITSDEV2 , CUSTDEV2)

Table 1: List of acronyms

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2 Applicable documents

The documents listed below can be consulted from the baseline except for [\[R1\]](#) which is part of the technical specifications.

To avoid duplicating the information and introducing discrepancies please refer to the list of Reference documents present in [\[R1\]](#).

Reference Documents				
Ref.	Title	Reference	Version	Date
[R1]	call for tenders-ITSM2-Lot1-As is description	call for tenders-ITSM2-Lot1-As is	1.00	-
[R2]	CCN2 Evolution Strategy Study	[R149] of [R1]	1.00	May 2010
[R3]	CCN2 study: 10/12/2010 workshop	[R189] of [R1]	1.00	10/12/2010
[R4]	CCN2 Vision document	[R190] of [R1]	0.11	21/07/2011
[R5]	CCN2 Interoperability Backbone (a view from the Development Contractor)	[R191] of [R1]	0.11	14/06/2011
[R6]	TASMAN – System Process Model and Requirements	[R201] of [R1]	2.0	07/08/2009
[R7]	DIGIT product list	[R226] of [R1]	1.00	29/10/2010
[R8]	CCNTC COTS Inventory	[R178] of [R1]	1.00	10/02/2011
[R9]	CCNTC Bespoke Software Inventory 20110210	[R177] of [R1]	1.00	10/02/2011
[R10]	CCN Inventory 10/02/2011	[R176] of [R1]	1.00	10/02/2011
[R11]	Official CCN/TC price list	[R50] of [R1]	1.20	24/03/2010
[R12]	Official ITSM price list	[R179] of [R1]	12.8	14/02/2011
[R13]	Inventory of CIs and complexity classification	[R185] of [R1]	3.00	16/08/2011

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Reference Documents				
Ref.	Title	Reference	Version	Date
[R14]	ITSM Managed COTS software	[R241] of [R1]	1.00	Feb 2011
[R15]	ITSM Application availability statistics for 2010	[R264] of [R1]	1.00	31/03/2011
[R16]	CCN2 Interoperability Backbone (a view from the CCN/TC Contractor)	[R324] of [R1]	1.00	04/05/2011
[R17]	Data Centre consolidation strategy and state of play	[R333] of [R1]	0.12	12/09/2011

Table 2: Applicable Documents

3 Introduction



The call for tenders for **ITSM2 Lot1** is split into two core documents:

- An "As is" document, [\[R1\]](#), describing the current services that need to be taken over by the **ITSM2 Lot1** contractor from the incumbent two contractors (ITSM and CCN/TC). It also provides volumetric information;
- A "To be" document – this document -, describing the future services to be provided by the **ITSM2 Lot1** contractor. Only deviations to the current services described in the "As is document" are listed. The "To be" document also contains the information on the Quality indicators and the Staff profiles.



Existing ITSM & CCN/TC contractors are identified as "incumbent contractors". Where necessary, a precision is made towards one of the two as "ITSM incumbent contractor" or "CCN/TC incumbent contractor".



The services to be provided by the **ITSM2 Lot1** contractor is the merge of the services described in the "As Is document", [\[R1\]](#) with the adjustments/deviations hereinafter mentioned.

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4 Take-over Strategy



The Take-over from the existing ITSM & CCN/TC contractors presents several challenges but only one key objective: "**Achieve a smooth migration without risk of services/business disruption while controlling costs and time**". The **ITSM2 Lot1** contractor has to maintain this objective regardless of the situation in which the service, system or application will be at the time of Take-over.

Some key measures to achieve this objective are to:

- Establish communication channels working efficiently between the **ITSM2 Lot1** team and the Commission teams for all involved services, systems and applications;
- Ensure that proper coordination and collaboration are put into place with the other involved stakeholders (e.g. other contractors, other Commission internal services ...). If needed, the **ITSM2 Lot1** contractor will organise meetings to meet the key actors of other entities and to confirm the coordination processes;
- Formalise the transfer of responsibility from the previous contractors/organisations to the new contractor and define a clear reference baseline on the status of the specifications, software and related documentation;
- Be ready to deliver all required services with at least the same degree of automation as the incumbent contractors and at least the same level of service.

Additional measures may be proposed to support the key objective.

The successful tenderer will carry out the take-over of the tasks from the incumbent contractor according to the proposed steps and planning. For this purpose DG TAXUD has launched in 2010 and will continue in 2011, a number of activities with the incumbent ITSM and CCN contractors in order to prepare extensive Hand-over packages and playgrounds to be transferred to the **ITSM2 Lot1** contractor; these should be well completed at the beginning of the **ITSM2 Lot1** Take-over period.

To ensure a successful transfer of tasks and responsibilities, each phase to be taken over by the **ITSM2 Lot1** contractor will be accepted by DG TAXUD and linked to acceptance criteria defined for each phase.

In view of ensuring the service continuity, absolute priority will be given to start providing the taken-over services on the imposed date and maintaining at least the same quality levels as the incumbent contractors.

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The **ITSM2 Lot1** contractor will take over all:

- IT equipment (hardware, licenses and software) from the incumbent contractors. This equipment is the property of the Commission and is put at the disposal of the new contractor at no procurement cost. The moving and/or "staging" (if any) of the IT equipment to the **ITSM2 Lot1** contractor will be made by the incumbent contractors;
- Services, systems and applications in scope of the incumbent contractors;
- Items of the documentation baseline;
- Items to deliver the services, to support the delivery by the incumbent contractors, including the related data repository (history, master data, etc...), ITSM tools, Service Management related tools, internal tools, test tools, test plans...
- Items to report on, document or describe the services, including the related data repository (history, master data, etc...);
- Items that were produced throughout the Hand-over by the incumbent contractors.

This collection will constitute the baseline inventory of the new **ITSM2 Lot1** contractor.

The following strategy has been set by DG TAXUD as a framework for the Take-over:

- Use a phased approach - the start of the CCN/TC Take-over activities will occur 6 months after the start of the ITSM Take-over activities unless if the **ITSM2 Lot1** contractor has the capacity to run both in parallel;

Each take-over activity is as well organised by a stepped approach and, after each step, all responsibility in scope of the step will have completely switched to the **ITSM2 Lot1** contractor. Each step has predefined outputs as described in [Table 3: Take-over steps](#);

- Within each step, the activity will be serialised, where appropriate, per Business Thread;
- The incumbent data centres from both the ITSM and the CCN/TC contractors will keep on providing the full hosting services during at least the first 12 months of the start of the **ITSM2 Lot1** activity, until they are merged into 2 data centres, located in Luxembourg, that will be provided by DG TAXUD. The **ITSM2 Lot1** contractor will set up the necessary remote connection to the two data centres located in Luxembourg. The connectivity between the two data centres located in Luxembourg and the incumbent data centres (ITSM and CCN/TC) will be provided/financed by DG TAXUD and are not to be included in the bid. The **ITSM2 Lot1** contractor must provide the ICT infrastructure management services for all the data centres taking into account that the incumbent contractors will only ensure a minimal onsite intervention capacity e.g. to provide access to the incumbent data centre, to switch on/off servers. All tools used by the incumbent ITSM and CCN/TC contractors in order to provide the services as specified in the various service blocks in [\[R1\]](#) will be provided to the **ITSM2 Lot1** contractor;

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- The **ITSM2 Lot1** contractor will also carry out the Take-over of the Framework Quality Plans (FQPs) from the incumbent ITSM and CCN/TC contractors as is and no initial production of an own FQP is foreseen during the Take-over. The first major update of the FQP will only occur after the Take-over and the initial transformation. Please refer to Section [11.1](#) – "APPROACH TO THE QUALITY PLANS (FQP)" or more details;
- The contractor's team in charge of the **ITSM2 Lot1** must be staffed with the personnel as proposed in the **ITSM2 Lot1** tender, they must be allocated to the activity and remain allocated as of the signature of the first Specific Contract. Key personnel – when leaving the project - will hand over the acquired knowledge according to the knowledge management strategy outlined in the Take-over Plan;
- The **ITSM2 Lot1** contractor Take-over team has to be sufficiently sized and of the highest professional standards to be able to absorb the highly complex TAXUD IT landscape and structure. The Take-over team should be able to start its duties as of the date of signature of the Framework Contract that will include the Take-over duties. Any delay in composing/staffing the team will jeopardise the complete Take-over phase;
- DG TAXUD, via the incumbent contractors, will provide training on the applications, the global architecture, CCN/CSI, and so on. The **ITSM2 Lot1** Framework Contract shall ensure that a maximum number of staff (preferably all but in any case all key staff without exception) will be available to attend these training sessions;
- The **ITSM2 Lot1** contractor will take over all the activities specified under the different Service Blocks of the "As is" document, [\[R1\]](#) from DG TAXUD or any specified third parties on its behalf, in accordance with instructions to be given by DG TAXUD. The Take-over will be synchronised with the ending of the services of the incumbent contractors;
- The contractor's team in charge of the **ITSM2 Lot1** will collaborate with DG TAXUD, the incumbent ITSM contractor, the incumbent CCN/TC contractor, the **ITSM2 Lot2** contractor, the **ITSM2 Lot3** contractor and other third parties nominated by DG TAXUD.



The **ITSM2 Lot1** contractor must identify and list critical success factors in order to minimise risks and disruption of the services during the transition period.

The **ITSM2 Lot1** contractor will have the responsibility to:

- Assess and acquire the knowledge of specifications, software and related documentation for all involved services, systems and applications;
- Take all the steps required to achieve a rapid induction and a seamless Take-over of the activities in order to meet the planning requirements of the Commission;
- Produce and deliver the detailed Take-over Plan reflecting the state in which services, systems and applications will be at that time;

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- Run the Take-over Plan and to produce a Take-over Report during the activities and submit a final version at the end of each of Take-over activities;
- Keep all activities in line with the key objective outlined for the Take-over strategy.



All deliverables, outputs and value that have been created (or taken over from an incumbent contractor) directly and indirectly by the contractors (ITSM & CCN) - including all assets purchased through the contractors – which are related to the services in the scope of the respective Framework Contract - remain/become property of the European Commission.

4.1 Take-over Plan and criteria of acceptance

As indicated above, the CCN/TC Take-over activity will start 6 months after the start of the ITSM Take-over activities, unless if the **ITSM2 Lot1** contractor has the capacity to run both in parallel. Both Take-over activities are split into steps.

However, the **ITSM2 Lot1** contractor is requested to deliver one (1) unique consolidated Take-over Plan in which all the ITSM and CCN/TC activities to be taken over are clearly allocated to the respective Take-over phase(s).

The Commission, before the Take-over activities start, must accept the initial Take-over Plan. Changes to the plan after the start will have to be agreed by the Contractor and the Commission.

The Take-over Plan must be aligned with the Hand-over plan of the incumbent contractors and must include at least the following points:

- Take-over methodology, including a change management approach;
- Inventory of items in the scope of the Take-over;
- Identification of all activities in the scope of the Take-over;
- Detailed planning of the activities;
- FAT details including acceptance criteria;
- Knowledge transfer and management approach, activities, artefacts and planning;
- Risk management approach, activities, artefacts and planning. Minimum required are a risk analysis with mitigation and a fallback plan;
- Detailed planning of activities towards the stakeholders of the project (DG TAXUD, National Administrations, other partners, contractors, etc.).

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The tenderer is requested to take the commitment that the proposed Take-over team (i.e. both in terms of number of staff and CVs presented in his initial tender) shall be made available except for 'force majeure' throughout the Take-over period. Two or three alternative CVs for the same positions may be presented in order to cover for possible unavailability of staff at the signature of the first Specific Contract.



The tenderer is requested to set up a Risk Management Plan to mitigate the risks related to the Take-over of the services.



The **ITSM2 Lot1** contractor is requested to take note of [SQI-28](#). This SQI is linked to a **direct liquidated damage** and will be invoked in case of unavailability of personnel at Take-over time and/or if the **ITSM2 Lot1** contractor would fail to complete the take-over duties within the regarded take-over period.

4.1.1 ITSM & CCN/TC SERVICES - ACCEPTANCE CRITERIA

The level of service provision to be achieved by the **ITSM2 Lot1** contractor during each step will be assessed and accepted against the fulfilment of the activities defined in [Table 3: Take-over steps](#) below. At the end of each step, all responsibility covered by the step will have completely switched over to the **ITSM2 Lot1** contractor.

Progress will be documented in the Take-over Report. At the end of each step, an intermediate version of the Take-over Report will be submitted to DG TAXUD for review and acceptance. The Commission may reject version(s) and/or the final report if critical activities of the step or the Take-over as a whole have failed or if a noticeable decrease in the quality of the services has been detected during the take-over period

[Table 3: Take-over steps](#) bellow illustrates the various activities completed, at the end of each Take-over step (DG TAXUD foresees 3 steps, but they can be merged into 2 steps at the discretion of the tenderer).

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Activity	At end step 1	At end step 2	At end step 3
<ul style="list-style-type: none"> The contractor's organisation has been set up; Project organisation, including communication and governance structure are accepted; Internal Quality Assurance has defined their work programme; Staff members at all operational levels are trained; Knowledge is captured and reused; Monthly progress and service reporting is in place; The contractor is providing offers on services. 	√		
<ul style="list-style-type: none"> The contractor has taken over all infrastructure-related services, is providing them, resorting to specific knowledge of the incumbent contractor only in exceptions, and applies the procedures: Hosting facilities are managed, and/or acquisition of required infrastructure is completed; Proof that the knowledge base is consulted and relevant knowledge is found before resorting to the incumbent contractors; Acceptance tests specifications for all infrastructure related services have been drafted and are accepted; Tests for each infrastructure related service have been run and the test result is "passed"; The contractor has taken over the purchase, maintenance and inventory of all hardware and software assets. 	√		
<ul style="list-style-type: none"> The contractor has gained a profound understanding of all services to provide: Simulate / Execution of the business continuity scenarios; Install a new hardware, a logical server and a COTS software in the DC. 	√		

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Activity	At end step 1	At end step 2	At end step 3
<ul style="list-style-type: none"> The contractor has gained a profound understanding of all Service Management related tools: A profound understanding of all services, and their operational, reporting, escalation and procedural requirements has been obtained; A reference baseline has been drafted on the status of all the services, their requirements, specifications and related documentation; For all services to provide, playground environment(s) and/or scenarios are ready to use; Acceptance tests specifications for all services have been drafted. 	√		
<ul style="list-style-type: none"> The contractor's organisation is in place and functioning: Provide statistics / audits / monitoring services as automated as possible; Provide effective performances metrics and reporting mechanisms; Internal QA is verifying processes' and procedures' compliance and takes corrective action; The contractor has staffed the team as per his tender, there shall be no deviations from the tenderer's proposed CVs and team except for "force majeure"; this shall be audited; The contractor is providing offers on services according to the processes in place; The contractor recognises operational risks, feedbacks them to DG TAXUD, and takes mitigating actions; Training for all applications has been delivered. 		√	

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Activity	At end step 1	At end step 2	At end step 3
<ul style="list-style-type: none"> • The contractor provides all infrastructure services independently and complies with the procedures that are in place: • All required services are delivered with at least the same degree of automation as the incumbent contractor and the same level of service, making full usage of the tools available; • All operational processes and management processes are in place and comply with the procedures; • Any resort to the incumbent contractors is authorised by DG TAXUD. 		√	

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Activity	At end step 1	At end step 2	At end step 3
<ul style="list-style-type: none"> • The contractor provides all services, resorting to specific knowledge of the incumbent contractor in exceptions only and applies the procedures: • Proof that the knowledge base is consulted and relevant knowledge is found before resorting to the incumbent contractors; • Tests for each service have been run and the test result is "passed" to provide the assurance that the operational environment will run properly; • Proof that the contractor has the capacity and knowledge to provide trainings. <p>Mandatory tests to be performed are:</p> <ul style="list-style-type: none"> • Deployment of a new application release for all applications; • Performance of pSAT / SAT; • Correct acknowledgement and dispatching of Service Calls; • Correct coordination and performance of Root Cause Analysis. • Set up and deploy a new release of CCN software across the CCN gateways without major impact on the service – (Additional acceptance criteria for this step during the Take-over phase of CCN); • Switch over (and back) CCN traffic between the production and backup environment without major impacts on the services – (Additional acceptance criteria for this step during the Take-over phase of CCN); • Simulation of a deployment of a new CCN site– (Additional acceptance criteria for this step during the Take-over phase of CCN). 		√	

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Activity	At end step 1	At end step 2	At end step 3
<ul style="list-style-type: none"> • Service Management related tools have been adapted to provide automated services under the new contractor and staff is ready to use them; • Releases of the relevant tools have been successfully deployed; • Master data and authorisation have been fully updated to allow the new contractor to use the tools. 		√	
<ul style="list-style-type: none"> • The contractor's organisation has matured: • The governance structure has been streamlined to allow for effective and efficient communication, collaboration and coordination channels between the contractor, the DG TAXUD teams and all other stakeholders for all services; • All backups in case of absence or holidays are in place, trained and operational for all services. 			√
<ul style="list-style-type: none"> • The contractor provides all services independently and complies with the procedures in place: • All required services are delivered with at least the same degree of automation as the incumbent contractor and the same level of service, making full usage of the tools available; • All operational processes and management processes in place and functioning comply with the procedures; 			√
<ul style="list-style-type: none"> • The contractor's staff makes full use of all Service Management related tools and is able to identify improvements: • The contractor is able to start a first transformation project (cf. chapter 7 – "Recommended improvements (Transformations)"). 			√

Table 3: Take-over steps

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5 Continuity of Services


Continuity of services is the key element to DG TAXUD's IT operations and systems. TAXUD's IT and business stakeholders (National Administrations, end-users, traders, and so on) heavily rely on the availability of systems and services. By providing a bid to the present invitation to tender, the tenderer commits to ensure continuity of all services described in the "As is" document - cf. [\[R1\]](#) and commits to provide them – at the end of the take-over period - without interruption and with the same high level of quality as currently provided by the incumbent contractors.

As indicated in the take-over strategy above, tenderer's bidding for **ITSM2 Lot1** should devote sufficient attention and staff to ensure a smooth transition, to set up the necessary tools, monitoring and techniques to ensure continuity and availability of TAXUD's operational systems.

5.1 General adjustments

The **ITSM2 Lot1** contractor must merge the incumbent CCN/TC and ITSM services. When merging the CCN/TC and ITSM services, the **ITSM2 Lot1** contractor must apply for the merged service a "best of breed" service definition and service level - taking over maximum service provided and most stringent criteria to achieve operational excellence. The contractor shall – throughout the lifetime of the contract – fully exploit synergies between all operational activities and will propose harmonisations of tools/techniques/services wherever appropriate in order to reduce cost and to improve efficiency.

5.1.1 SERVICE WINDOW & QoS

 The current ITSM and CCN/TC service windows exclude December 25th and January 1st. These exclusions are **no longer** applied for the new **ITSM2 Lot1** Framework Contract

Both incumbent contractors have only one (1) definition of availability QoS that is measured by KPIs/SQIs.

The current service window for:

- ITSM is **13** hours a day (7:00 – 20:00), 5 days a week
- CCN/TC is **12** hours a day (**8:00** – 20:00), 7 days a week

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This system is replaced by six (6) distinct availability QoS that are linked to Configuration Items (System, application ...) and are measured by KPIs/SQIs:

- **5d-13h Service Window ("Normal")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.3%** - (This will be referred to as "N-5/13") – From Mondays to Fridays, including Public Holidays, from 07:00 to 20:00)
- **5d-13h Service Window ("Extended")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.4%** - (This will be referred to as "X-5/13") – From Mondays to Fridays, including Public Holidays, from 07:00 to 20:00)
- **7d-13h Service Window ("Normal")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.3%** - (This will be referred to as "N-7/13") – All days of the year including Public Holidays, from 07:00 to 20:00)
- **7d-13h Service Window ("Extended")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.4%** - (This will be referred to as "X-7/13") – All days of the year including Public Holidays, from 07:00 to 20:00)
- **7d-24h Service Window ("Normal")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.3%** - (This will be referred to as "N-7/24") – All days of the year including Public Holidays, 24 hours a day)
- **7d-24h Service Window ("Extended")** QoS availability **target** value of: **99.98%** and a **limit** value of **99.4%** - (This will be referred to as "X-7/24") – All days of the year including Public Holidays, 24 hours a day)

The normal quality of service targets relate to the current systems and current infrastructure and system architecture and is based on the “as-is” availability of DG TAXUD’s configuration items. The normal quality of service has to be considered as the minimum level of quality of service for all configuration items. It must be noted that this availability level excludes consequences of events that are not under the **ITSM2 Lot1** contractor's responsibility.



Throughout the contract, DG TAXUD and the **ITSM2 Lot1** contractor will strive to set up new data centres with high availability infrastructure that – combined with a new information systems architecture – target to offer high availability, fault tolerant systems, services (SOA type services) and components to the Member States and other IT stakeholders. The extended quality of service targets this improved level of availability, and will gradually be increased, as the applications and their supporting infrastructure become more robust, to a target KPI/SQI value of **99.9 %** and a limit KPI/SQI value of **99.7%**.

All related services and processes must support the stringent service windows (Monitoring, Service desk, Escalation process, Notification process, Service Level management...).

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The tenderer is requested to describe in detail the approach to deliver the expected services according to these service level requirements.



The tenderer is requested to describe in detail the architecture improvements required to reach the highest possible level of availability of systems and components.

5.1.2 SPLIT/INTEGRATION OF DIFFERENT CONTRACTORS

The CCN operations activities (i.e. all described services in the CCN "As is" part, [\[R1\]](#) with the exception of the development and maintenance of the CCN/CSI software) and all ITSM activities described in the ITSM "As is" part, [\[R1\]](#) are merged and together form the **ITSM2 Lot1** of the present invitation to tender.

The CCN/CSI software, i.e. the CCN bespoke software running on the gateway and CSI stacks and APIs, will continue to be developed and maintained by the incumbent CCN/TC contractor and is not included in the scope of the present invitation to tender.

The **ITSM2 Lot1** contractor will consider the CCN/TC contractor as CCN/DEV, allowing for the same processes and services and deliverables as for any other development contractor. Hence, the **ITSM2 Lot1** contractor will validate, test, deploy and operate the CCN/CSI software alike any other application provided by DG TAXUD's development contractors.

5.1.3 MODIFICATION TO CONTINUOUS SERVICES

Continuous Services is to be understood as the services that take place on a daily basis and that are covered by a Fixed Price (FP) for the duration of a Specific Contract. Please refer to [9.2](#) – "Description of the Price Elements" for a list of the covered services.

Throughout the contract, the Continuous Services might have to undergo changes, either because of major TAXUD organisational changes or because of major technology/architecture changes e.g. SOA, CCN2.

Any major changes affecting the Continuous Services and/or new services in the scope of the contract will be introduced in agreement between DG TAXUD and the **ITSM2 Lot1** contractor. They will be based on the pricing mechanisms and the tenderer's quoted unit prices (in particular based on the profiles and their daily rates). This will be achieved by an amendment to the Framework Contract, defining the updated prices. The new prices will be applicable for the next Specific Contract following the signature of the amendment to the Framework Contract.



DG TAXUD and other 3rd parties identified by DG TAXUD must be provided with unlimited access to **all** operated environments, systems and tools no matter where they are hosted.

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One specific change that will occur during the contract lifetime, i.e. **CCN2**, is described in Section [5.3](#) – "CCN2".

5.2 Adjustments per service block

5.2.1 PROJECT MANAGEMENT – (SERVICE BLOCK 1)

The coordination of the **ITSM2 Lot1** contractor with DG TAXUD is performed through meetings.



The tenderer is requested to propose in his bid the meetings in combination with an interaction/governance model – which will become the basis for the governance of the contract.

The following types of meetings have been identified:

- Meeting type #1 - Management meeting - (e.g. ITSM2 Steering Committee meeting, **Synergia** STEERCO meeting, Bilateral Monthly Meeting, etc.)
- Meeting type #2 - Multilateral meeting (e.g. All TAXUD sectors and DG TAXUD contractors, etc.)
- Meeting type #3 - Operational meeting - (e.g. contractual, technical, etc.)
- Meeting type #4 - Ad hoc meetings

As for the organisation of the meetings, operational and ad hoc meetings could be held not only at DG TAXUD premises, but as well via (Video) Conference calls.



The tenderer is requested to propose regular meetings for each type in the bid. The tenderer must clearly indicate organisation, frequency, meeting charter/mission, proposed agenda and proposed participants.

The services and the deliverables defined in the "As Is" situation of ITSM & CCN/TC are applicable for the "To Be" with the following **deviations**:

- All contractual information must be available to DG TAXUD via a restricted area of a project portal to be provided by the **ITSM2 Lot1** contractor – existing portals as described in the "As Is" document should be reused where possible;

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- The **ITSM2 Lot1** tenderer should propose possible improvements to the Demand Management process in order to make it more efficient²;
- The MPR and MSR must report at contract level covering all Business threads and drill into details per Business Thread; they should also be available to DG TAXUD via a restricted area of a project portal to be provided by the **ITSM2 Lot1** contractor. The existing portals as described in the "As Is" document should be reused where possible;
- The **ITSM2 Lot1** tenderer should propose an efficient structure for the MSR so that different blocks can easily be reviewed by the responsible DG TAXUD teams;
- The risk register must be available to DG TAXUD via a restricted area of a project portal to be provided by the **ITSM2 Lot1** contractor. The existing portals as described in the "As Is" document should be reused where possible;
- The **ITSM2 Lot1** contractor's internal QA becomes SPOC for all recommendations, findings, communication directly or indirectly received by the QAC contractor, and ensures dissemination and implementation of those within the **ITSM2 Lot1** contractor;
- The **ITSM2 Lot1** contractor internal QA will actively contribute to quality in Section [5.2.6](#) – "Application Management – (Service Block 6)", by taking necessary steps to assure quality of (ex ante) and to control quality (ex post), e.g. for the testing and deployment phase;
- The **ITSM2 Lot1** contractor internal QA performs two (2) Internal Audits per year over all services in scope of the Framework Contract. This is complemented by a yearly self-assessment performed by the **ITSM2 Lot1** contractor's staff;
- The **ITSM2 Lot1** contractor produces and maintains action lists tracking at least the actions assigned to the **ITSM2 Lot1** contractor during meetings. The action lists must reflect the status of the action implementation at any time. The action lists must be available to DG TAXUD via a restricted area of a project portal to be provided by the **ITSM2 Lot1** contractor – existing portals as described in the "As Is" document, [\[R1\]](#) should be reused where possible;
- Throughout the contract, DG TAXUD will replace the current paper-based RfE/RfA demand management processes with an online IT system referred to as "Tasman". Please refer to [\[R6\]](#) for the process models and definition of the "Tasman" system that is currently under development.




The tenderer is requested to describe the approach to assess and to improve the maturity level of the tasks and services to be provided.

² Improvements to the Demand Management process are part of Synergia Phase II. Depending on the state of play for the Synergia programme at the time of take-over, proposals might need to be adapted at a later stage.

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5.2.2 IT STRATEGY/CONCEPTION/EVALUATION – (SERVICE BLOCK 2)

Continuous Service Improvement

 To avoid ambiguity, please note that CSIP, in Service Block 2, is the acronym for continuous service improvement, whereas in other parts of the document CSI stands for Common Systems Interface (part of CCN).


CSIP analyses the existing organisation, identifies potential improvements, provides proposals and implements approved proposals. Improvement identification is based on the analysis of operational risks of existing processes and their metrics.

CSIP is considered as an inherent function performed by the management of the **ITSM2 Lot1** contractor and key output of Service Block 2. Implementation of CSIP is a key responsibility of the **ITSM2 Lot1** contractor. Implementation is measured by outputs that are directly linked to improvement of services.

CSIP progress and new proposals need to be documented in the quarterly activity report – and the acceptance of the quarterly activity report will be bound to the progress made. Proposals will be submitted to DG TAXUD for further analysis and comments. DG TAXUD reserves the right to reject implementation proposals.

The following is expected as input to the CSIP function in addition to the inputs outlined in the "As is" document, [\[R1\]](#):

- Process metrics;
- Yearly satisfaction survey;
- Audits;
- FQP of the incumbent contractors;
- Steering Committee feedback;
- Yearly benchmarking exercise;
- Risk register.

 **Simple improvements** (i.e. improvements requiring less than 1 man-month implementation effort) **will be implemented as part of the continuous services** (i.e. there will be no additional funding by DG TAXUD).


Implementation proposals that should be funded by DG TAXUD will be provided as project proposals and will be supported by a business case. The business case will address the:

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- Key risk the project mitigates;
- Total value proposition (effectiveness and efficiency);
- Total cost of ownership.

Benefits that result from the projects funded by DG TAXUD will be transferred to DG TAXUD either by reducing the cost of the continuous services (this will be achieved by an amendment to the Framework Contract, defining the updated prices; the new prices will be applicable for the next Specific Contract following the signature of the amendment to the Framework Contract), or by improving the level of service – at same cost – witnessed by measurable indicators.

Yearly benchmarking exercises performed by the **ITSM2 Lot3** contractor or other Commission benchmarking contractor will verify the cost reductions incurred through the performed initiatives.

 The **ITSM2 Lot1** contractor will not only have to provide **IT related support and services** but must understand the business which IT supports and add to the **business value** of all services provided (including as well the Service Desk).



The tenderer should propose organisation, staffing, methodology, (additional) inputs and outputs for CSIP.

The services and the deliverables defined in the "As Is" situation of ITSM & CCN/TC are applicable for the "To Be" with the following **deviations**:

- The existing Framework Quality Plans (FQP) of the incumbent contractors will be reused for Take-over; a new FQP will be produced by the **ITSM2 Lot1** contractor after the Take-over of both ITSM and CCN services and their integration. At each major event, but at least once per year, the FQP will be revised and updated by the **ITSM2 Lot1** contractor. The **ITSM2 Lot1** contractor will as well provide a revised and updated version of the FQP twelve (12) months before the end of the **ITSM2** Framework Contract. For specific contracts, **no Contract Quality Plans (CQPs) will be produced**, the FQP will be updated instead;
- At each major event, but at least once per year, all impacted process, policy and procedure-related documents and agreement (Service level Agreement - SLA, Service Catalogue, etc.) will be revised and updated,. The **ITSM2 Lot1** contractor will as well provide a revised and updated version of those documents twelve (12) before the end of the **ITSM2** Framework Contract;
- Updated Internal Working Procedures (IWPs) will remain handled as described in the "As is" document, [\[R1\]](#). However, IWP updates will be synchronised with updates of documents subject to a review cycle to have one (1) complete set of related documents at a time;

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- Missing documentation related to processes, policies and procedures for all ITSM processes will be identified, produced and completed during the first year of the Framework Contract and from then on they will be part of the document set to support;
- CCN and ITSM processes, policies and procedures and related documents will be merged during the Framework Contract, the merge will be completed at the latest, twelve (12) months before the end of the Framework Contract;
- The **ITSM2 Lot1** contractor will take into account specific aspects of the existing Business Threads (BTs) and user communities in all documents and, where agreements can be reached, it will harmonise them;
- The **ITSM2 Lot1** contractor needs to identify, produce and complete a complete set of measurable End-to-End (E2E) SLAs related to the operations lifecycle twelve (12) months before the final end of the Framework Contract;
- The **ITSM2 Lot1** contractor will produce and maintain at least two service catalogues. One will address the audience of DG TAXUD, the other the National Administrations. Within the **Synergia** programme, user groups could be offered an electronic service catalogue tailored to the services they are entitled to obtain. DG TAXUD must be able to extract the full Service Catalogue and the subscribed groups.



The tenderer is requested to provide an **online** access to the service catalogue with extended search and navigation features.

The **ITSM2 Lot1** contractor will take-over, build-up, maintain and continuously increase all knowledge in order to provide all services ever more independently, according to the processes outlined and towards operational excellence. Deliverables must indicate this evolution.



The Service Provider has to describe how they intend to bring business value into their services and not limit themselves in providing IT services.

DG TAXUD might decide, during the Framework Contract, to base the ITSM2 processes on Version 3 of ITIL (currently ITIL Version 2 based).

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5.2.3 TOOLS SUPPORTING THE SERVICE MANAGEMENT – (SERVICE BLOCK 3)


Synergia programme

DG TAXUD has set up in 2010 the **Synergia** programme to further build on an ever better working relationship between DG TAXUD IT, the Stakeholders, the Suppliers and Users. The programme strives towards a shared coherent set of processes supported by automated workflows and excellent Service Management Tools. The **Synergia** programme and the related projects are a key output of Service Block 3.

The **Synergia** programme is a major transformation project to improve efficiency and achieve operational excellence. At the time of writing this call for tenders, Phase I of the **Synergia** programme is being implemented and Phase II is under preparation. A draft roadmap of the **Synergia** programme has been provided in the "As is" document, [\[R1\]](#), Service Block 3.

The **ITSM2 Lot1** contractor will take over:

- The existing ITSM (alias legacy ITSM Service Management related tools) Service Management related tools and from then on maintain them under corrective and evolutive maintenance;
- The CCN/TC specific Service Management related tools, and from then on maintain them under corrective and evolutive maintenance. This excludes the CCN tools related to the development and maintenance of CCN/CSI described in Service Block 3 (i.e. the IBM Rational Suite and the tools used in the scope of the requirements management and development). Those CCN tools and their related Service Block 3 services are excluded from the **ITSM2 Lot1** and will remain at the incumbent CCN/TC contractor;
- All these tools will become "**ITSM2** Service Management related tools".

 It might be necessary to implement a new evolutive release and/or some configuration and data maintenance during the take-over period to allow for adjustments to the new **ITSM2 Lot1** contractor.

The services and the deliverables defined in the "As Is" situation of ITSM & CCN/TC are applicable for the "To Be" with the following **deviations**:

- Throughout the Framework Contract, the **ITSM2 Lot1** contractor will harmonise the service management related tools for ITSM and CCN operational activities. This will be handled through the **Synergia** programme;
- The **ITSM2 Lot1** contractor will merge the ITSM and CCN portal into a single service portal; this should include the future CCN ACT tool (see also Section [5.2.7](#) "CCN Operations – (Service Block 7)");

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- The **ITSM2 Lot1** contractor will continue the **Synergia** Programme as is and will develop the programme roadmap and vision further over the time. This will result in better ITSM services and alignment proposals aimed at achieving the vision;
- Development and Test environments for **ITSM** Tools should be available.

The development of service management tools shall be strictly separated (functions/team) from its operation (i.e. a complete segregation of duties).


The **ITSM2 Lot1** contractor will develop and maintain a vision and a roadmap for **ITSM2** Service Management related tool improvements supporting the evolution of the ITSM tools portfolio towards modern Service Management related tools, providing APIs and plug-ins for automated test tools. Once replaced, the Legacy ITSM and/or CCN/TC Service Management related tools will be decommissioned.

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5.2.4 SERVICE DESK – (SERVICE BLOCK 4)

 There shall be one **Common Service Desk** managed by the **ITSM2 Lot1** contractor who will be responsible for receiving and dispatching the calls internally and/or externally (e.g. **ITSM2 Lot2**, DG TAXUD, DIGIT, X-DEV...) while assuring end-to-end follow-up of all calls.

The **ITSM2 Lot1** Service Desk will act as the **Single Point of Contact** (SPOC) according to ITIL for all users, stakeholders and 3rd parties authorised by DG TAXUD.

 The DG TAXUD IT community defined and referred to in the "As is" document, [\[R1\]](#) cannot be considered exhaustive, and neither is it binding.

The services and the deliverables defined in the "As Is" situation of ITSM & CCN/TC are applicable for the "To Be" with the following **deviations**:

- The Service Desk function will **not be** restricted to IT related matters only, neither to the specific **ITSM2 Lot1** services, nor to registered users. **ITSM2 Lot1** Service Desk will thus log any interaction of any entity and perform its function as intermediary between resolver and issuer. For specific types of calls, specific procedures may be produced and maintained and stakeholder-specific reporting may be produced;
- The priority ranking of calls handled by the ITSM Service Desk and the CNN/TC Service Desk are not aligned. The Priority ranking used by ITSM and defined in the "As is" document, [\[R1\]](#) will be used;
- The **ITSM2 Lot1** Service Desk will provide proxy services to all internal and external support teams who do not dispose of direct update rights (yet/any more) in the SMT, (part of the **Synergia** Programme), or where DG TAXUD decides to revoke those rights from a support team;
- The **ITSM2 Lot1** Service Desk must send all events related to the unavailability of CIs under the **ITSM2 Lot2** responsibility, e.g. Member States or central applications from the **CS/MIS** application, to the **ITSM2 Lot2** contractor who is responsible to monitor the **TES**;
- The **ITSM2 Lot1** Service Desk must prioritise 1st Level incident management for all services in scope of the **Lot1** of the Framework Contract, and focus on an ever increasing measurable 1st call resolution rate. 1st call resolution rates might be measured distinctly for different types of calls to cater for operational involvement of the **ITSM2 Lot1** contractor as a whole;
- Problem candidate identification will become the responsibility of the **ITSM2 Lot1** Service Desk for all services in scope of the **Lot1** of the Framework Contract;

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- The **ITSM2 Lot1** Service Desk must Take-over request fulfilment, including the provisioning of any new standard, routine and pre-approved requests for services that are identified during the Framework Contract;
- The **ITSM2 Lot1** Service Desk must have the capacity to provide and promote information through e.g. production and maintenance of newsletter, FAQs, forum content, etc.
- The **ITSM2 Lot1** Service Desk will hourly monitor the ITSM support queues in the DIGIT SMT environment until a more automated bridge between the DIGIT SMT and the DG TAXUD SMT is operational.



The tenderer is requested to provide a **Self-Help and Self-Healing Facility** (i.e. an automated facility to enable users to reset passwords or resolve their own problems via a web-based toolset ...), taking into consideration the evolvement of the available Service Management related tools.



The tenderer is requested to provide an intelligent state-of-the art telephony solution, supporting a toll-free "**800**" line in each National Administration. Telephone switch functionality, intelligent routing, automated call distribution (ACD), interactive voice response (IVR), automated e-mail response management and interactive chat tools will be set up with a view to operational excellence and user-friendliness. Within the **Synergia** programme, a connection to the SMT could be foreseen.



The tenderer is requested to provide and develop as much as possible **automated services** to make the Service Desk more efficient like remote management capabilities, automated service request and provisioning solutions, real-time and on-line monitoring solutions, fully real-time and on-line reporting solutions.





For the set up outlined above, the tenderer is requested to describe how those contribute to more and enhanced value of the organisation.

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5.2.5 ICT INFRASTRUCTURE MANAGEMENT – (SERVICE BLOCK 5)

At the time of this call for tenders, the infrastructure, on which the central Information Systems (IS) of DG TAXUD are running, is provided by three different entities: **DIGIT's Data Centre (DC)**, located in Luxemburg (Kirchberg), the **ITSM incumbent contractor** and the **CCN/TC incumbent contractor**. The latter two are located in Belgium (Brussels area).

<p> It is the aim of this Framework Contract to regroup all infrastructures hosted by the two incumbent external contractors (ITSM & CCN/TC) in data centres that will be operated by the ITSM2 Lot1 contractor.</p> <p> The ITSM2 Lot1 contractor should envisage using virtualisation techniques, technologies and platforms to the maximum extent.</p> <p>At the time of writing, DG TAXUD – together with OIL and DIGIT – is in the process of setting up two Tier IV level data centres in Luxemburg (Kirchberg).</p> <p>In a first phase, the infrastructure of both incumbent contractors (i.e. ITSM and CCN/TC) will be moved and/or (partially) duplicated to those new data centres. There will be no major transformations during this phase.</p> <p>In a second phase, the ITSM2 Lot1 contractor shall redesign and transform these new data centres and infrastructures as needed to be able to guarantee high availability and resilience.</p> <p>See also [R17] for a more detailed description of these phases and current state of play.</p> <p>Phase 1 will be initiated by DG TAXUD, the CCN/TC and ITSM incumbent contractors. Phase 2 shall be implemented by the ITSM2 Lot1 contractor as part of the transformations; see also Section 7 "Recommended improvements (Transformations)". Should phase 1 not be completed by the time of signature of the first ITSM2 Lot1 Specific Contract, DG TAXUD will make sure that the existing data centres of the incumbent contractors will continue to be available to the ITSM2 Lot1 contractor (during the first year following the signature of the contract).</p> <p>Depending on the progress of the consolidation exercise, the ITSM2 Lot1 contractor will therefore be requested to operate the ITSM / CCN infrastructure either in the data centres of the incumbent contractors and/or in the new TAXUD owned data centres.</p> <p>To ensure total availability and disaster recovery guarantee, the ITSM2 Lot1 contractor is requested to provide and operate a disaster recovery site as indicated below.</p>
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The proposed strategy is to evolve from the existing data centres situation towards a high-availability hosting infrastructure. The strategy should take into account the following requirements:

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- Two main data centre facilities, provided by DG TAXUD, that are Tier-IV with an initial hosting capacity each of 120 m². This capacity is expandable to 200 m². They are located within a radius of 50 km of the DIGIT/DC to ensure synchronous replication;
- A third data centre facility, to be offered by the **ITSM2 Lot1** contractor, with similar initial capacity and expansion possibilities at a distance of minimum 100 km from the two other locations. The third data centre shall be used as a disaster recovery site;
- Full synchronisation between the two main data centre facilities and partial synchronisation between the DIGIT/DC and the two main data centres (the latter to ensure synchronisation of e.g. databases/systems which would continue to be hosted by DIGIT);
- All data centres (the two main data centres as well as the disaster recovery site) shall be connected to the Internet, the CCN network, the SPEED-net network, as well as with the DIGIT/DC;
- The current CCN and ITSM infrastructures are very different and based on different technologies (server hardware, operating systems, etc.). The **ITSM2 Lot1** contractor should seek maximum harmonisation/consolidation of these infrastructures and fully exploit virtualisation techniques and platforms;
- The tenderer may suggest reusing and optimising the existing assets currently present at the incumbent contractor's data centres and/or propose alternative infrastructure architectures in line with the DIGIT product list, [\[R7\]](#)³. Major deviations (if deemed appropriate to be able to ensure the required level of quality and availability) must be documented and justified. Proposals should ensure full interoperability with the current architecture and toolset. The overall TAXUD and/or DIGIT architecture cannot be ignored.
- The hosting capacity for servers, internetworking components, security devices, storage, cabling, replication, etc. and their related architecture should be of the highest professional standards to ensure a highly available/fault-tolerant infrastructure.



The tender should include a detailed description of how he proposes to set up the new data centre facilities (i.e. the two new TAXUD owned data centres in Luxembourg as well as the **ITSM2 Lot1** contractor owned disaster recovery site). The tenderer should provide, as a minimum, a detailed description of:

- The cabling of the data centres;

³ The current CCN product list (and potentially future **CCN2** product list) could deviate from this rule as it is very specialised and should be inline and compliant, at least for CCN, with the current architecture.

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- The interconnection between these data centres as well as their functioning in a normal and disaster operation mode;
- The overall architecture, server technology, OS choice, choice of storage and replication, mechanisms, choice of virtualisation techniques/platforms, etc;
- The proposed project organisation, preparation and transition from the existing environments towards the new one;
- The strategy of take-over from the current hosting infrastructure by the new one;
- The tenderer's experience and expertise in designing and operating complex high available data centres.

On top of the tasks related to the ITSM infrastructure management described in [\[R1\]](#), the **ITSM2 Lot1** contractor will be responsible to manage and operate all CCN infrastructure deployed in all current and future CCN sites. The **ITSM2 Lot1** contractor will also be responsible to manage and operate the future CCN2 infrastructure (see also Section [5.2.7](#) CCN Operations – (Service Block 7) and Section [5.3](#) CCN2).

The **ITSM2 Lot1** contractor should perform excellent ICT housekeeping, which is one of the key objectives of Service Block 5. ICT housekeeping refers to all assets and environments, no matter where they are hosted, as long as they are in scope of the Framework Contract. ICT housekeeping activities might change over the time, according to the changes to the IT assets, which will induce knowledge management activities for **ITSM2 Lot1** contractor's staff. ICT housekeeping activities will be benchmarked by the **ITSM2 Lot3** contractor or other Commission benchmarking contractor, to assure that the contractor fulfils the ICT housekeeping according to market standards, both effectively and efficiently. In this context, the **ITSM2 Lot1** contractor collaborates fully with any party nominated by DG TAXUD to perform the benchmark and coordinates activities for other stakeholders (DIGIT, etc.).

Patch management for all IT assets is an integral part of ICT housekeeping – excluding patches that are provided by X-DEV (which are however in scope of ITSM2 services under Service Block 6 and covered by the price elements 6.1 to 6.18– cf. Section [9.2.24](#)). Patch management will be subject to the operational change management process.

Keeping up with standard market technology evolutions (i.e. deploying new versions of operating systems, new versions of database/application servers software, new versions of CSI stacks, etc.) is an integral part of ICT housekeeping. Decommissioning and phase-out of legacy environments is equally an integral part of ICT housekeeping activities.

All ICT housekeeping activities/duties are fully included in price element P.5.1 – cf. Section [9.2.8](#). There shall be no specific orders for ICT housekeeping and related activities. They are part of the day-to-day ICT infrastructure management tasks.

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The **ITSM2 Lot1** contractor is responsible for maintaining a detailed asset inventory of all COTS ICT CIs delivered by the Commission, with item identification, location, price, date of delivery, start and end date of maintenance and support.

The **ITSM2 Lot1** contractor will exploit, to the maximum extent, virtualisation techniques/tools, both at the CCN sites in Member States (and elsewhere) and in all **ITSM2 Lot1** operated data centres.



The tenderer is requested to indicate the compliance with standards for the proposed data centres (regardless of their location) such as:

- ANSI/TIA/EIA – 942 Telecommunications Infrastructure Standard for data centres
- ANSI/TIA/EIA – 606-A/B Administration Standards
- ANSI/TIA/EIA – 569 Pathway and Spaces
- ANSI/TIA/EIA – 568-A Telecommunications Cabling Standard



Note that the provision and maintenance of the CCN encryption devices and the CCN end-to-end routers remains under the responsibility of the CCN/WAN contractor. The **ITSM2 Lot1** contractor however is required to operate the CCN encryption devices deployed at each CCN site.



The **ITSM2 Lot1** contractor must set up contingency services aiming at restoring a normal or acceptable situation within a minimum amount of time in case of partial or complete dysfunction or destruction of the **ITSM2** infrastructure.

BCP/DRP plans should be regularly tested – at minimum once per year.



The tenderer is requested to describe the additional BCP/DRP plans & services, which are envisaged at different levels to ensure the overall system resilience and continuity for the infrastructure provided by the **ITSM2 Lot1** contractor and/or deployed in the National Administrations.

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5.2.6 APPLICATION MANAGEMENT – (SERVICE BLOCK 6)

The application management service covers all the required activities to manage the deployment, operations and monitoring of the applications and central services. Most of the applications of the customs, taxation and excise business threads have connectivity with the National Administrations and are considered as trans-European Systems.


The services and the deliverables defined in the "As Is" document, [\[R1\]](#) of ITSM & CCN/TC are applicable for the "To Be" with the following **deviations**:

- Planning information shall be provided independently, with the respective necessary procedures, which are set up to regularly obtain the relevant information. Planning information must be comprehensive and complete, include all stakeholders of the DG TAXUD IT community. Presentation of the planning information must take into account different stakeholders. Planning information must provide benefit to the other services provided (e.g. impact assessment of operational changes). Synergia Phase II might install a planning tool to cater for the internal and contractual deliverables planning. If a tool is installed, depending on the functionalities of the tool and upon DG TAXUD's approval, the tool might be used in a future phase to produce all planning information and reporting that is needed;
- Knowledge Management as a process that will be deployed by the **ITSM2 Lot1** contractor, and include the other stakeholders, using the inputs provided by the X-DEV, and **ITSM2 Lot2** contractor. In a second stage, agreements could be sought with the X-DEV to provide knowledge through a media different than documents (e.g. direct input into the knowledge base);
- **ITSM2 Lot1** contractor will recognise the **ITSM2 Lot2** contractor as a stakeholder of Service Block 6 services, with the role that is assigned to **ITSM2 Lot2** contractor by DG TAXUD;
- The **ITSM2 Lot1** contractor will use the Service Management related tools that are designated by DG TAXUD and are fit for purpose, no matter where they are housed, or at which entity they are hosted, or which organisation is the owner.

The **ITSM2 Lot1** contractor will set up and maintain a Definitive Software Library with at least the two last versions of all applications - as well as their scripts, installation/operational procedures and documentation, and so on – running in production. CCN/CSI is to be regarded as an application in this case. The two (2) last versions of all CCN/CSI components – and all related tools – shall thus be maintained in the Definitive Software Library.

The **ITSM2 Lot1** contractor shall set up the appropriate FTP services and storage allowing downloading of the applications, patches, upgrades, hot fixes, etc., delivered by the various TAXUD development contractors.

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 As specified in the "As is" document, [\[R1\]](#) under Section 5.1.2.2 the Application Management and testing activities still require **5 FTEs** in the Commission which are providing services which **should be provided by the contractor**.



The tenderer will make sure that there are enough resources with the correct knowledge and required competences to perform all activities as described in the "As is" document, [\[R1\]](#) in full autonomy. Furthermore, all additional requirements in terms of quality must be taken into account.

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5.2.7 CCN OPERATIONS – (SERVICE BLOCK 7)

CCN/CSI is the main infrastructure layer ensuring interconnectivity and interoperability between TAXUD and Member State's customs and taxations systems. Continuity of operations and services is therefore of the utmost importance.

The tenderer shall take over all procedures, services and operational activities from the incumbent CCN/TC contractor as such in order to ensure continuity. Major transformations can and will be achieved throughout the Framework Contract by means of dedicated projects or improvement cycles as described in Section [7](#) – "Recommended improvements (Transformations)".

As indicated in Section [5.1.2](#) – "Split/Integration of different contractors", the development and maintenance of the CCN/CSI components will continue to be done by the incumbent CCN/TC contractor. The **ITSM2 Lot1** contractor however, shall ensure the validation, testing and operations of CCN/CSI. CCN/CSI is hence to be regarded – for the scope of the **ITSM2 Lot1** activities - alike any other application developed/maintained by the X-DEV contractors. It must be noted that the current CCN/CSI infrastructure will be phased-out during the lifetime of the Framework Contract. Please refer to Section [5.3](#) - "**CCN2**" for further information.

The communication and coordination with all other contractors is key especially since CCN/CSI is being used by all TAXUD, Member States' systems throughout the European Union and partner countries such as Switzerland and Norway. Particular attention should be given to communication, coordination, change management and other key disciplines affecting the CCN stakeholders. Forward schedules with changes to the operational CCN infrastructure need to be set up, maintained, coordinated and communicated to all CCN users (TAXUD, X-DEV, Member States, and so on). The **ITSM2 Lot1** contractor should understand the criticality of the CCN/CSI services and shall commit to respect their high availability requirements.

The **ITSM2 Lot1** contractor is requested to:

- Take over all services as described in the various service blocks in [\[R1\]](#) during the "Take-over" period without compromising their availability and quality of the services;
- Maintain and operate all existing and future CCN sites;
- Continue the ongoing BCP improvement cycle (i.e. regular BCP tests including real life tests with Member States) and improve it so as to ensure a continued and improved IT continuity and BCP preparedness;
- Continue and improve the monitoring of the CCN infrastructure;
- Continue and improve the production and delivery of statistics and audit files;

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- Reduce the CCN gateway footprint (not only the physical footprint but, above all, the administrative burden, the administration duties, etc.) in Member States and propose alternative techniques/tools/services to evolve the current CCN gateway into a true zero-administration black-box solution to the Member States;
- Operate and to manage the Tivoli management tool. This tool will replace the current "Big Brother" management and monitoring tool. The development and roll-out of the Tivoli management tool is taking place at the time of writing;
- Operate and to manage the Application Configuration Tool (ACT) web oriented application, which is under development at the time of writing. This tool will allow the application owners to easily set up the configuration environment required prior any deployment activities;
- Operate and to manage the CCN-MAIL infrastructure which is being redeveloped at the time of writing. The current CCN-MAIL2 distributed infrastructure (i.e. one LCMS mail servers at CCN sites) will be replaced by a central (i.e. at the future **ITSM2 Lot1** data centre or Commission data centre) CCN-MAIL3 Microsoft Exchange 2010 mail server;
- Ensure the management of DG TAXUD's CCN gateways (all production and backup gateways) i.e. act as TAXUD CCN local system administrator, including user management duties and all other system administration tasks. These roles are known as the LAA - Local Application Administrator; the LNA - Local Network Administrator; the LSA - Local Security Administrator; and LSO - Local Security Officer and LSYA - Local System Administrator role described in [R51] of [\[R1\]](#).

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5.2.8 COORDINATION WITH INVOLVED PARTIES – (SERVICE BLOCK 8)

Coordination between different suppliers involved in the scope of the requested services is a key activity to improve and to streamline the activities, which are carried out by different entities. From the Commission's perspective, this activity is a key to ensure that the whole range of cascading activities from the services desk to the service delivery processes are managed in efficient and optimised way in order to achieve the final outcome within the agreed planning. The coordination with other suppliers allows also overcoming logistical, organisational and managerial barriers, which may induce a severe impact on the operational target environment if not addressed in a coordinated level.

The following entities interact as illustrated below:

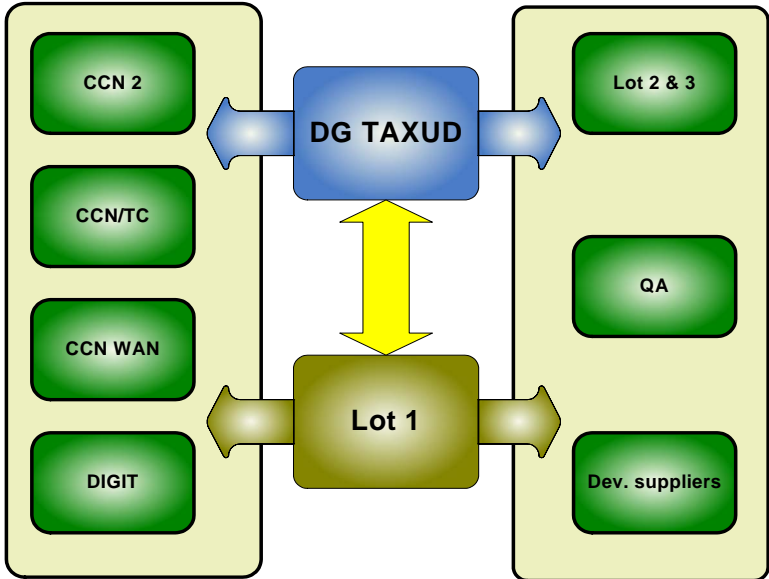


Figure 1: ITSM2 interaction model

The **ITSM2 Lot1** contractor will report to DG TAXUD on a regular basis, via ad-hoc meetings or other means of communication, which require close co-ordination with entities involved in the project.

The **ITSM2 Lot1** contractor shall also support and co-ordinate with the following stakeholders:

- The Commission as the owner of the project;
- The other entities involved in the project and entitled by DG TAXUD to contact the contractor (**ITSM2 Lot3** contractor, **ITSM2 Lot2** contractor, future **CCN2** contractor, WAN provider, Custdev2 contractor, FITSDEV, CCN/TC, DIGIT...);

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- The Quality Assurance (QA) contractor is responsible for the provision of services in the area of quality assurance and quality control of the IT services and deliverables supplied to DG TAXUD.

The services and the deliverables defined in the "As Is" situation of ITSM & CCN/TC are applicable for the "To Be" with the following deviations:

- Coordination activities need to be streamlined and lean. The **ITSM2 Lot1** contractor will produce an interaction model encompassing all stakeholders, including the roles of the different actors, the type of interaction and revise and update this model at least once per Specific Contract covering the continuous services;
- The **ITSM2 Lot1** contractor must strive to set up point-to-point interaction at all governance levels and organisational teams, instead of many-to-many interactions. This will require a revision of the SPOC model as outlined in the "As is" document, [\[R1\]](#), including the set up of meetings;
- The **ITSM2 Lot1** contractor must strive to achieve added value in each interaction, to eliminate ineffective communication means and to allow the value to be easily captured in a knowledge management system. For example, information exchange could move from emails towards entering information into common tools;
- The **ITSM2 Lot1** contractor will ensure to a maximum that all operational services can run without involvement of DG TAXUD. DG TAXUD is only involved if escalation is necessary;
- **The ITSM2 Lot1** contractor will harmonise the user satisfaction survey over all services, but identify different user groups and tailor the (sub-)set of relevant questions for those user groups;
- Communication efficiency will be measured and benchmarked by the **ITSM2 Lot3** contractor or other Commission benchmarking contractor. The benchmarking will include the communication maturity as well as its evolution. The **ITSM2 Lot1** contractor will cooperate and collaborate fully with this party.

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5.2.9 IT SERVICE MANAGEMENT – (SERVICE BLOCK 9)

The services and the deliverables defined in the "As Is" document, [\[R1\]](#) are applicable with the following **deviations**:

- The **ITSM2 Lot1** contractor is to escalate all incidents impacting **TES** immediately to **ITSM2 Lot2** for processing;
- With regard to Service Support and Service Delivery and other processes and services being provided in the Framework Contract, no matter when established, the **ITSM2 Lot1** contractor will evolve the process towards maturity. This will result with a measurable and ever increasing quality of service. The **ITSM2 Lot3** contractor, or other Commission benchmarking contractor will benchmark the maturity and the evolution;
- Processes must provide actively value to all services and other processes, no silo functions within processes must be established. No split between process owners and support teams running the processes must be foreseen;
- The **ITSM2 Lot1** contractor should propose improvements to all processes and services in the bid. Specific improvements requested by DG TAXUD are:
 - Incident Management will evolve as outlined in Service Block 4;
 - Workarounds and recurring issues are to be identified on a regular basis and will contribute to the knowledge of the respective services of the **ITSM2 Lot1** contractor;
 - Operational change management will evolve towards operational excellence;
 - Impact assessment will be performed independently by the **ITSM2 Lot1** contractor and including feedback of all services, all processes and all information in all available Service Management related tools;
 - Application change management will establish a close link with the Deployment and Testing team;
 - Configuration management will establish the necessary processes with all stakeholders as a pull principle, will complete the CMDB CI information and will keep the CIs and their relationships up to date at all times;
 - Knowledge Management will ensure that knowledge will remain in the organisation and will increase over the time. It will give input to all other functions, processes and services.
- The **ITSM2 Lot1** contractor is requested to collect, analyse and report on the Service Quality Indicators (SQIs, known as KPIs in ITIL), and report to the Commission. The SQIs are described in a Service Level Agreement (SLA);

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- The **ITSM2 Lot1** contractor will report on all SQIs linked to its services. The **ITSM2 Lot1** contractor will be requested to develop an alternative to the current monthly SLA reporting process and automate this reporting as much as possible. Service Management related Tools available through the **Synergia** project should evolve towards this alternative. Moreover, the **ITSM2 Lot1** contractor will be requested at the earliest after the Take-over period to implement Tivoli monitoring and management tool to complement the tool set;
- When the responsibility of the **ITSM2 Lot1** contractor is engaged, the **ITSM2 Lot1** contractor must initiate the necessary corrective and preventive actions in order to restore quality back to the agreed and acceptable levels and notify the Commission;
- The **ITSM2 Lot1** contractor is responsible for monitoring and reporting on all the quality level agreements maintained by him, and on all CIs maintained by him that may affect the quality level agreement of any other contractor;
- The **ITSM2 Lot1** contractor will deliver integrated service reports on a monthly basis, through the Monthly Service Report (MSR) attached to the Monthly Progress Report (MPR).

The service level management will also implement the approved recommendations formulated by the CSIP with the view to increase the quality of service continuously during the duration of the Framework Contract and achieve the transformation objectives of the Framework Contract.



The tenderer is requested to describe how he intends to organise the support and the management of the services in the scope of the Framework Contract in order to increase the current level of services as measured in the SLA.

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5.2.10 SECURITY MANAGEMENT – (SERVICE BLOCK 10)

The **ITSM2 Lot1** contractor will ensure a high quality of services and security level during the whole project. As part of the security requirements, the **ITSM2 Lot1** contractor will provide a description of the operational procedures and mechanisms (network monitoring mechanisms, alarms, analysis/notification systems), as well as contingency plans that are triggered by any security breaches in order to reduce danger and protect the DG TAXUD environment against threats and attacks from the outside world.



The tenderer is requested to outline these procedures as part of the response to this call for tenders.

The **ITSM2 Lot1** contractor must also ensure that the following requirements are met:

- Keep DG TAXUD informed of the composition of the **ITSM2 Lot1** contractor's team so that DG TAXUD and the Member States (and associated countries) have a full knowledge of the updated list of persons from the **ITSM2 Lot1** contractor entitled to contact them. Each staff member assigned by the **ITSM2 Lot1** contractor must sign a declaration of confidentiality in compliance with the relevant legal instruments;
- Escalate any security incident to DG TAXUD. A "security incident" is any accidental or malicious act with the potential to compromise the confidentiality, availability and/or the integrity of the information exchanged;
- The access to the **ITSM2 Lot1** contractor's building must be limited to persons owning access cards. The procedure for granting those cards is managed by the company's Security Officer. The access to the computer room must also be secured and controlled by the electronic access cards system. The procedure for granting those cards is managed by the **ITSM2 Lot1** contractor's Security Manager, with the assistance of the company's Security Officer;
- The recommendations extracted from DG TAXUD security audits must be fully applied in the context of password management;
- Regular and comprehensive vulnerability assessment of the **ITSM2 Lot1** contractor's resources must be performed (by the **ITSM2 Lot1** contractor – note that they can be initiated by DG TAXUD via the **ITSM2 Lot3** contractor and/or by another auditor appointed by DG TAXUD) to guarantee confidentiality, integrity and availability of the computer and data communications systems;
- All software must have been designed to run with the least necessary privileges and on a hardened system;
- All security measures related to security management must be in line with DG TAXUD security policies.

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The **ITSM2 Lot1** contractor must also ensure that sound User Access Management is in use and review that process frequently. In particular, it will organise bi-annually a global review of all accounts defined on all the information systems for which it has operational responsibilities.

The **ITSM2 Lot1** contractor will liaise the DG TAXUD LISO to ascertain that the IS security policy is aligned with the European Commission IS Security policy at all times.

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5.2.11 TRANSITION – (SERVICE BLOCK 11)

5.2.11.1 Take-over

Please refer to Section [4](#) – "Take-over Strategy" for a full description of this service.

5.2.11.2 Hand-over

The Hand-over period represents the period, during the contract, when the **ITSM2 Lot1** contractor is required to transfer the project information and knowledge to DG TAXUD or to any specified third parties on its behalf. It is considered that this period should last between **6 and 12** months.

During the Hand-over period, the **ITSM2 Lot1** contractor will make available the totality of the knowledge acquired during the contract to DG TAXUD or to any specified third parties on its behalf. He will hand over all the tools, all documentation, all deliverables, scripts, and all other internal procedures, tools and packages, and provide appropriate training and coaching to allow the new supplier to take-over whilst assuring continuity.

The hand-over process includes the following phases:

- **Planning:** to set up the list of all activities, resources, deliverables and milestones required to perform successfully the hand-over to the next service provider;
- **Preparation:** to identify, collect and store all deliverables required to allow a smooth and complete transfer of knowledge from the **ITSM2 Lot1** contractor to DG TAXUD or to any specified third parties on its behalf; to prepare, when required, the training sessions for the project team of DG TAXUD or to any specified third parties on its behalf;
- **Implementation:** to perform effectively the transfer of the project knowledge (using planned training and ad-hoc technical meetings) and deliverables (documents, software, hardware) from the **ITSM2 Lot1** contractor to DG TAXUD or to any specified third parties on its behalf;
- **Follow-up:** to provide “help” by the **ITSM2 Lot1** contractor to DG TAXUD or to any specified third parties on its behalf during the hand-over process. All the support activities related to the transfer of knowledge (ad-hoc technical meetings) from the **ITSM2 Lot1** contractor to DG TAXUD or to any specified third parties on its behalf must be included. **ITSM2 Lot1** contractor **may not** ask DG TAXUD or any specified third parties on its behalf to pay (within a bi-lateral contract) for the support during the hand-over due to the fact, among other things, that intellectual property generated during the current Framework Contract belongs to the Commission.

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Failure to pass on the information and knowledge to the new contractor will result in non-payment of the continuous services of the incumbent contractor during the Hand-over period.

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5.2.12 OTHER DELIVERABLES & SERVICES – (SERVICE BLOCK 12)

The **ITSM2 Lot1** contractor will provide training/workshops/demonstrations upon request from DG TAXUD.

The training service must be conditioned to a preliminary transfer of knowledge from the application/CCN developer contractor to the **ITSM2 Lot1** contractor and supported by the knowledge Hand-over material that can be used as a basis for the final training material.

The **ITSM2 Lot1** contractor shall exploit – to the possible extent– virtual training classes and/or e-learning tools/techniques to improve the training offer to the various IT stakeholders (users, National Administrations, X-DEV contractors, TAXUD staff, etc.). In order to do so, he will leverage the services existing in DG TAXUD under other Framework and Specific contracts.

The **service and the deliverables** defined in the "As Is" ITSM part are applicable with the following deviation: The **training/workshops/demonstrations** could be attended by **up to 40 delegates**/per session.

5.3 CCN2

The design of the current CCN/CSI started in 1993 and entered into production in 1996. It has been the single, secure and trusted communication channel for all interactions between Member States and the Commission (for taxation and customs matters) ever since. Throughout 2010, the CCN infrastructure transferred over **1 billion** messages and **2.3 TB** of application data and messages across the European Union.

Whilst CCN continues (and will continue) to offer highly available and reliable services to TAXUD's and Member States' applications, its technology and components are becoming outdated. Its scalability to new countries and/or other networks is cumbersome and costly. The overall total cost of ownership becomes increasingly expensive and its proprietary application interfaces (the CSI APIs) are no longer in-line with Member States and – more globally - overall development and operations practices. The absence of open/standard interfaces forces TAXUD and Member States to continue using non-mainstream development tools, architectures and environments, which adheres to the ever-increasing TCO.

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The future CCN platform, referred to as **CCN2**, was positioned with the following high-level requirements:

1. Do more with less:

- Shorten the time it takes between the inception of a new system and its effective roll-out throughout the European Union;
- Reduce the cost by using market (open) standards and up-to-date off-the-shelf technology.

2. Continuity

- Current systems must continue to operate on **CCN2**; CCN/CSI type interface must be maintained and supported by **CCN2**;
- Use proven technology for building the **CCN2** platform.

3. Scalability

- Make sure that the volumes can grow (40%+ growth on a yearly basis so far).

4. Agility

- Choices must facilitate both innovation and change;
- Use open standards and avoid vendor lock-in/captivity.

5. Security

- Ensure data confidentiality, integrity, availability.

TAXUD performed a first study (**CCN2** Iteration 1) aiming to deliver the strategic orientations for the evolution of CCN to **CCN2**, to examine the technology market trends and opportunities and to provide the vision, future architecture and migration strategy.

Iteration 1 of the **CCN2** study (finalised at the time of writing) focused on identifying a number of short-term improvements, additional services the Commission could offer to Member States and finally a number of transformations allowing converting the current CCN into a new communication/collaboration platform. For information, the result of the **CCN2** Iteration 1 study can be found in [\[R2\]](#).

A second iteration of the **CCN2** study focused on further elaborating the deliverables of iteration 1 whilst involving the Member States and other CCN stakeholders (see also [\[R3\]](#)). The second iteration further refined the potential **CCN2** architecture ([\[R5\]](#) and [\[R16\]](#)) and vision [\[R4\]](#).

Throughout the **ITSM2** Framework Contract, DG TAXUD will develop **CCN2**, foreseen to be tendered to the market late 2011, beginning of 2012.

CCN2 operations should start in 2013-2014. The **ITSM2 Lot1** contractor will have to test, accept, deploy and operate the **CCN2** platform. The **ITSM2 Lot1** contractor shall ensure the

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transition from the current CCN infrastructure to the new **CCN2** infrastructure, including the migration of all application flows onto the new **CCN2** platform.

The operational services concerning **CCN2** to be provided by the **ITSM2 Lot1** contractor will be defined by DG TAXUD and agreed using the pricing mechanism and the unit prices quoted in the Framework Contract.



DG TAXUD will allocate a budget envelope consisting of maximum twice the total amount of the price quoted for the current CCN related activities of **ITSM2 Lot1** (i.e. a maximum of twice the price of the tenderer's quote to operate and to support the current CCN infrastructure). This envelope excludes the cost for the purchase of the **CCN2** hardware/software, which could be sourced in the future CCN development contract⁴ and/or taken from the global infrastructure provision.

Information about the technical architecture of the **CCN2** platform can be found in the **CCN2** study outputs (see [\[R2\]](#), [\[R3\]](#), [\[R4\]](#), [\[R5\]](#) and [\[R16\]](#)).

⁴ i.e. the current CCN/TC contract (which will maintain the CCN development) and/or the future **CCN2** development contract.

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6 Hardware/Software/Maintenance Acquisition Channel

The purpose of this core supporting service is to bring the following benefits to DG TAXUD:

- Simple contract administration and management, through a single source channel for purchases including licence acquisitions, maintenance and related services;
- An efficient way to acquire IT related items via a reseller's product list (catalogue);
- An acquisition channel that permits the choice/purchase of "best-of-breed" IT related items in a highly dynamic IT market;
- Comprehensive licence management services covering the complete software life-cycle (quotation, ordering and order tracking, delivery, licence inventory, licence compliance, reporting, ...);
- Comprehensive maintenance management services for both Hardware and Software.

This acquisition interface must cover the provision of hardware and user rights of non-exclusive licences for a large range of **Software** products, and the provision of maintenance and informatics services and the respective documentation by means of a **Hardware/Software Acquisition Channel**. It covers the following supplies and services:

- The supply (licence quotation, ordering and delivery) of a wide range of computer **Hardware and Software products** with associated maintenance, consisting of periodic maintenance, corrective maintenance upgrades and updates to new versions and releases. This includes the supply of Hardware/Software products with associated maintenance, which are not currently used. Finally, the supply also includes provision of complementary services, such as urgent delivery services throughout the Union;
- The Take-over of the ongoing maintenance and support agreements for all Hardware/Software products under maintenance via the previous software acquisition channels, to ensure transparency and continuity of service;
- The integration into the Framework Contract of any existing specific volume licence agreements into the contract;
- Provision of informatics services, these services consist of:
 - Off-site support services (via telephone, web or email) for the Hardware/Software products covered by the service;
 - On-site support and installation services for the Hardware/Software products covered by the service;
 - Technical consultancy services, typically related to a product, and required in the context of product evaluations, complex migrations, architectural (re)design activities, or deployment of operational services;

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- Comprehensive licence management services including software lifecycle management services. This shall be implemented by means of:
 - A base package consisting of an on-line service enabling secure access to catalogue(s) and licence pricing information (via an on-line product catalogue), order tracking information (via an order tracking tool), licence inventory information, and provision of regular consumption follow-up reports, as well as other types of reports, linked to Service Level Agreement (SLA) requirements;
 - It must be possible to trace any order back to its originating entity. It is up to DG TAXUD to decide which of these services will effectively be used in the course of the contract, and to which extent, but the **ITSM2 Lot1** contractor must be capable of offering all of them;
 - Optional licence management services, which involve the **ITSM2 Lot1** contractor coming on-site to identify licences and software products already deployed on a computer network. These services may include licence disposal, licence metering, and licence compliance services.



Hardware decommissioning should be entrusted to specialised companies in physical destruction of sensitive hardware (tapes, disks, flash memory, proms, etc.) that deliver trustworthy certificates about the work performed.

Please refer to Section [9.2.23](#) – "Price Element P.5.16 – (mark-up on COTS, HW, Maintenance, Decommissioning)" for a description of the mark-up mechanism that applies to this service.

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7 Recommended improvements (Transformations)

It is important that major improvements will be introduced to the current processes in order to fully benefit from the synergy of merging the current ITSM and CCN supporting services. Such improvements will target improving the level of service, setting up high availability infrastructure/services/applications, reducing complexity, reducing running cost, etc.

For this purpose, DG TAXUD has allocated a provision to their financing. The cost of acquiring hardware and software is excluded from this allocation and will be funded from the general hardware/software/maintenance provision (cf. Section [9.2.41](#) "Price Element P.12.6 – (Provision allocated by DG TAXUD for Infrastructure (hardware, software, maintenance, Decommissioning)").

The **ITSM2 Lot1** contractor is requested to propose and justify, by business cases with emphasis on the return on investment (i.e. lowering the price of the Continuous Services), the major improvements it proposes. The lowering of the price of the Continuous Services will be achieved by an amendment to the Framework Contract, defining the updated prices. The new prices will be applicable for the next Specific Contract following the signature of the amendment to the Framework Contract.

Each business case shall identify:

- The time to implement the transformation;
- TCO of implementing the transformation (i.e. including acquisition cost of hardware/software, running cost, etc.);
- The % of cost reduction of each affected price element of the continuous services (i.e. the list of continuous services price elements that will be lowered in price following the implementation of the regarded transformation).

All transformations should be completed **within 24 months** following the start of the Take-over services.

At least, the following improvement paths identified by DG TAXUD are to be examined:

- Set up of the new high availability data centres, cf. Section [5.2.5](#) "ICT Infrastructure Management – (Service Block 5)"
- Harmonise processes and procedures and Internal Working Procedures CCN & ITSM;
- Improve efficiency and operational excellence;
- Merge and harmonise tools (e.g. call handling system, portals, event management system, monitoring, provisioning, etc);

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- Define and support a new Deployment strategy and support of new application architecture;
- Improve the level of automation (e.g. provision of statistics via data warehousing, end-user self-service portals, bridges/interfaces between tools, automatic alerting/escalation systems, etc).



The tenderer is requested to add additional improvements/transformations he deems appropriate.



Proposals should be based on the hardware/software already selected by the Commission (see the standard Commission product list in [\[R7\]](#)) and/or already in place (i.e. owned by TAXUD) or that are complementary to this product set. Major deviations (if deemed appropriate to be able to ensure the required level of quality and availability) must be documented and justified. Proposals should ensure full interoperability with the current architecture and toolset. The overall TAXUD and/or DIGIT architecture cannot be ignored. Transformations cannot induce transformation of the internal DG TAXUD organisation and/or governance.



The **ITSM2 Lot1** contractor is encouraged to propose and justify by business cases any other transformation aiming at improving the quality, performance, harmonisation, standardisation, cost, ease of maintenance, etc.



The **ITSM2 Lot1** contractor is requested to produce, to maintain and to continuously implement a global encompassing and integrated IT continuity plan. This plan should integrate the IT continuity provisions for CCN, for DG TAXUD's Customs, Taxation and Excise applications and for the corresponding National Administration's applications. It should integrate DG TAXUD's IT continuity plans as well the Member States' IT continuity plans. It shall address technology, governance and organisation. In other words, it shall bring together all IT continuity elements in a harmonised, actionable European-wide IT continuity plan.

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8 KPIs / SQIs

Please refer to Section [13](#) – "ANNEX IV – Service Level Agreement (SLA)" for a description of the calculation method of the quality indicators.

Unless stated otherwise, the indicators are calculated and reported on a monthly basis.

The following table outlines the default KPIs / SQIs, "Shaded rows" regroup similar KPIs/SQIs in the table to facilitate their reading; Information in "bold" aims at helping the reader identify the differences between similar KPIs/SQIs:

#	KPI	Full KPI/SQI description	SQI	Target	Limit
1.	KPI-001 ⁵ cf. 8.1.1	Measure the availability ⁶ of all CCN Gateways, CCN Mail servers and applications (CIs) in the Prod + Conf/Backup ⁷ environments for all Service windows and all QoS	-	-	-
2.	KPI-002 cf. 8.1.2	Measure the availability of all CCN Gateways, CCN Mail servers and applications (CIs) in the Prod + Conf/Backup environments for all the "5d-13h" Service window and the "Normal" QoS	-	-	-

⁵ All KPIs related to services availability must detail the calculated KPI per business thread + CCN e.g. (Taxation, Customs, Excise, Common).

⁶ Please refer to Section 5.5.1.3.7 of the "As is" document, [\[R1\]](#) for an overview of CCN availability achieved during 2010 and [\[R15\]](#) for ITSM application availability statistics for 2010.

⁷ Prod and Conf are the operational environments of ITSM applications. Prod and Backup are the operational environments of CCN.

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
3.	KPI-003 cf. 8.1.3	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the " 5d-13h " Service window and the "Normal" QOS	SQI-001 ⁸ cf. 13.10.1	99.98%	99.3%
4.	KPI-004 cf. 8.1.4	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/Backup environment for all the " 5d-13h " Service window and the "Normal" QOS	SQI-002 cf. 13.10.2	99.98%	99.3%
5.	KPI-005 cf. 8.1.5	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod + Conf/Backup environments for all the " 5d-13h " Service window and the "Extended" QOS	-	-	-
6.	KPI-006 cf. 8.1.6	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the " 5d-13h " Service window and the "Extended" QOS	SQI-003 cf. 13.10.3	99.98%	99.4%
7.	KPI-007 cf. 8.1.7	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/Backup environment for all the " 5d-13h " Service window and the "Extended" QOS	SQI-004 cf. 13.10.4	99.98%	99.4%
8.	KPI-008 cf. 8.1.8	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod + Conf/Backup for all the " 7d-13h " Service window and the "Normal" QOS	-	-	-
9.	KPI-009 cf. 8.1.9	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the " 7d-13h " Service window and the "Normal" QOS	SQI-005 cf. 13.10.5	99.98%	99.3%

⁸ SQI on IT services availability is the availability calculated on the average of the five worst CIs /Day within the reported period.

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
10.	KPI-010 cf. Section 8.1.10	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/Backup environment for all the "7d-13h" Service window and the "Normal" QOS	SQI-006 cf. Section 13.10.6	99.98%	99.3%
11.	KPI-011 cf. Section 8.1.11	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod + Conf/Backup environments for all the "7d-13h" Service window and the "Extended" QOS	-	-	-
12.	KPI-012 cf. Section 8.1.12	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the "7d-13h" Service window and the "Extended" QOS	SQI-007 cf. Section 13.10.7	99.98%	99.4%
13.	KPI-013 cf. Section 8.1.13	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/Backup environment for all the "7d-13h" Service window and the "Extended" QOS	SQI-008 cf. Section 13.10.8	99.98%	99.4%
14.	KPI-014 cf. Section 8.1.14	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod + Conf/Backup environments for all the "7d-24h" Service window and the "Normal" QOS	-	-	-
15.	KPI-015 cf. Section 8.1.15	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the "7d-24h" Service window and the "Normal" QOS	SQI-009 cf. Section 13.10.9	99.98%	99.3%
16.	KPI-016 cf. Section 8.1.16	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/Backup environment for all the "7d-24h" Service window and the "Normal" QOS	SQI-010 cf. Section 13.10.10	99.98%	99.3%
17.	KPI-017 cf. Section 8.1.17	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod + Conf/Backup environments for all the "7d-24h" Service window and the "Extended" QOS	-	-	-

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
18.	KPI-018 cf. Section 8.1.18	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Prod environment for all the "7d-24h" Service window and the "Extended" QOS	SQI-011 cf. Section 13.10.11	99.98%	99.4%
19.	KPI-019 cf. Section 8.1.19	Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) of all complexity levels in the Conf/backup environment for all the "7d-24h" Service window and the "Extended" QOS	SQI-012 cf. Section 13.10.12	99.98%	99.4%
20.	-	Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Low Impact	SQI-013 cf. Section 13.10.13	0 delay	15working days
21.	-	Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Medium Impact	SQI-014 cf. Section 13.10.14	0 delay	10 working days
22.	-	Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a High Impact	SQI-015 cf. Section 13.10.15	0 delay	5 working days
23.	-	Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Major Impact	SQI-016 cf. Section 13.10.16	0 delay	1 working days
24.	-	Measure the pSAT readiness	-	-	-
25.	-	Measure that actions agreed with DG TAXUD have been implemented within the given timeframe	SQI-017 cf. Section 13.10.17	0 delay	3 working days

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
26.	-	Measure the Incident resolution time	SQI-018 cf. Section 13.10.18	98%	95%
27.	-	Measure the Problem Resolution Time	SQI-019 cf. Section 13.10.19	98%	95%
28.	-	Measure the Training/workshop appraisal	SQI-020 cf. Section 13.10.20	100%	79%
29.	KPI-020 cf. Section 8.1.20	Measure the Integrity of the application/system portfolio	-	-	-
30.	-	Measure if the issuer of a Service Call has received an acknowledgement within the given timeframe	SQI-021 cf. Section 13.10.21	0%	5%
31.	KPI-021 cf. Section 8.1.21	Measure the conformance Test readiness	-	-	-
32.	KPI-022 cf. Section 8.1.22	Measure the number of retrospective changes performed on the CMDB	-	-	-
33.	KPI-023 cf. Section 8.1.23	Measure the total number of Service Calls remaining open	-	-	-

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
34.	KPI-024 cf. Section 8.1.24	Measure the number of Opened & Closed Service Calls during the month	-	-	-
35.	-	Measure the number of complaints received	SQI-022 cf. Section 13.10.22	0	2
36.	KPI-025 cf. Section 8.1.25	Measure the respect of the deadline for announcement (via mass mails) of scheduled unavailability	-	-	-
37.	-	Measure if ITSM2 Lot1 contractor does not expose its internal legal organisation to DG TAXUD and their users	SQI-023 cf. Section 13.10.23	0	2
38.	KPI-026 cf. Section 8.1.26	Measure the number of deviations detected to the Internal Working Procedures	-	-	-
39.	KPI-027 cf. Section 8.1.27	Measure the number of deviations detected to the Service Catalogue	-	-	-
40.	-	Measure if the initial value of the "Total number of months experience in managerial roles of the management team that will be assigned full time to the project" remains at an acceptable level	SQI-024 cf. Section 13.10.24	95%	85%

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
41.	-	Measure the number of DG TAXUD staff allocated to services that should be provided by the ITSM2 Lot1 contractor, but that are not	SQI-025 cf. Section 13.10.25 Liquidated Damagess	0 days	5 days
42.	-	Measure the number of occurrences when the Service Desk is unreachable. Each occurrence may not last more that 1 hour or will be considered as a new occurrence	SQI-026 cf. Section 13.10.26	0	2
43.	-	Measure the respect of the delay to escalate to DG TAXUD for critical impact (incidents, events, risks) or prolonged delays/unavailability	SQI-027 cf. Section 13.10.27	100%	90%
44.	KPI-028 cf. Section 8.1.28	Measure the quality of a deliverable sent for Review	-	-	-
45.	-	Measure the quality of a deliverable sent for acceptance – This will be the number of documents rejected at SfA and having to be resubmitted for acceptance	SQI-028 cf. Section 13.10.28	0	2
46.	-	Measure the % of Service Calls opened for events that should not yield a Service Call	SQI-029 cf. Section 13.10.29	0%	3%
47.	-	Measure the satisfaction of users with the services provided by ITSM2 Lot1	SQI-030 cf. Section 13.10.30	Very satisfied	Somewhat satisfied

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#	KPI	Full KPI/SQI description	SQI	Target	Limit
48.	-	Measure that the team in charge of the ITSM2 Lot1 contractor is staffed with the key personnel as proposed in the ITSM2 Lot1 tender and that they are allocated and remain staffed to the activity as of the signature of the first Specific Contract	SQI-031 cf. Section 13.10.31 Liquidated Damages	0	0
49.	-	Measure the delay in completing the Take-over within the foreseen Take-over period of maximum 6 months.	SQI-032 cf. Section 13.10.32 Liquidated Damages	0	0

Table 4: KPI / SQI overview

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8.1 KPIs

All values are to be reported with the MSR.

8.1.1 KPI-001 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL SERVICE WINDOWS AND ALL QOS



The calculation of this KPI equals to the "CAVA" indicator calculated in step 1 of Section [13.10.1](#) to Section [13.10.12](#). The difference is that there is no notion of responsibility for the outage and thus the raw availability (as perceived by a user) is reported. This information, per day and per CI, is to be provided online, via the portal, on the next working day before 9:00 AM Brussels time. The average per month will also be calculated and displayed on the portal, per CI, 2 working days after the end of each calendar month; the minimum daily availability of the month will be highlighted.

8.1.2 KPI-002 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.3 KPI-003 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.4 KPI-004 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.5 KPI-005 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

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8.1.6 KPI-006 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.7 KPI-007 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.8 KPI-008 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.9 KPI-009 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.10 KPI-010 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.11 KPI-011 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

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8.1.12 KPI-012 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.13 KPI-013 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.14 KPI-014 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.15 KPI-015 - MEASURE THE AVAILABILITY OF ALL THE A CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.16 KPI-016 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [8.1.1](#) above.

8.1.17 KPI-017 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD + CONF/BACKUP ENVIRONMENTS FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.18 KPI-018 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

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8.1.19 KPI-019 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [8.1.1](#) above.

8.1.20 KPI-020 - MEASURE THE INTEGRITY OF THE APPLICATION/SYSTEM PORTFOLIO

The number of errors reported by DG TAXUD on the Application/System portfolio during the reporting period (Monthly).

8.1.21 KPI-021 - MEASURE THE CONFORMANCE TEST READINESS

The value to be reported is calculated as:

$$KPI = 100 * (1 - (C_{TR} / C_{TS}))$$

Where

C_{TS} is the total number of CT Campaigns finished by the **ITSM2 Lot1** contractor in the reporting period **and** C_{TR} is the number of CT Campaigns where the **ITSM2 Lot1** contractor was effectively ready to start on time.

8.1.22 KPI-022 - MEASURE THE NUMBER OF RETROSPECTIVE CHANGES PERFORMED ON THE CMDB

The value to be reported measures the maturity of the CMDB by calculating the ratio between the retrospective changes (correcting/adding old data) performed during the reporting period with regards to the total number of updates performed on the CMDB during the same reporting period.

8.1.23 KPI-023 - MEASURE THE TOTAL NUMBER OF SERVICE CALLS REMAINING OPEN

The values to be reported are to be detailed by Service Call category and Business Thread.

8.1.24 KPI-024 - MEASURE THE NUMBER OF OPENED & CLOSED SERVICE CALLS DURING THE MONTH

The values to be reported are to be detailed by Service Call category and Business Thread.

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8.1.25 KPI-025 - MEASURE THE RESPECT OF THE DEADLINE FOR ANNOUNCEMENT (VIA MASS MAILS) OF SCHEDULED UNAVAILABILITY

The value to be reported is the achievement ratio (100% meaning that all announcements were done on time).

8.1.26 KPI-026 - MEASURE THE NUMBER OF DEVIATIONS DETECTED TO THE INTERNAL WORKING PROCEDURES

The value to be reported is the number of deviations detected, during the reporting period, to the Internal Working Procedures by any stakeholder and reported to the **ITSM2 Lot1** contractor.

8.1.27 KPI-027 - MEASURE THE NUMBER OF DEVIATIONS DETECTED TO THE SERVICE CATALOGUE

The value to be reported is the number of deviations detected, during the reporting period, to the Service Catalogue by any stakeholder and reported to the **ITSM2 Lot1** contractor.

8.1.28 KPI-028 - MEASURE THE QUALITY OF A DELIVERABLE SENT FOR REVIEW

The value to be reported is the ratio between the comments raised and not rejected (Flagged as "No action") during the review meeting **and** the number of pages of the document.

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9 Pricing Model

The purpose of this chapter is to clarify the coverage of the price elements of the pricing model annexed to this call for tenders.

DG TAXUD is aiming at an "all inclusive" pricing model based on the volumetric of all service blocks as described in the "As is" document, [\[R1\]](#). By default, any service that is not explicitly excluded in the following definitions is to be considered by the tenderer as "included" in the regarded price element.

9.1 General principle

The fixed price (FP) elements target to acquire a certain capacity from the **ITSM2 Lot1** contractor to provide the service of the day-to-day activities whilst being able to level out peak activities. These activities are FP and are referred to hereinafter as “continuous services”.

The Commission will estimate, at each Specific Contract for continuous services, the volume of price elements (i.e. the number of quantities of price elements) to include in the Specific Contract. The resulting fixed price is the price that is due by the Commission even if over-consumed up to **10%**. Should however an over-consumption of a price element of **more than 10%** occur, DG TAXUD will issue an RfA covering the additional anticipated quantity of this price element until the end of the current continuous services' Specific Contract. In this case, only the additional quantity effectively consumed at the end of the related continuous services' Specific Contract, will be paid on top of the initial fixed price amount included in the Specific Contract.

The consumption of price elements is to be reported in the MPR. This reporting allows assessing the volume of continuous services needed for subsequent continuous services specific contracts.

9.2 Description of the Price Elements

9.2.1 PRICE ELEMENT P.1.1 – MANAGEMENT FEE EXPRESSED IN % OF THE TOTAL FIXED PRICE (FP) SERVICES ORDERED

This is to be expressed by the tenderer as a percentage to be added to the total FP services ordered.

This price element covers:

- All Services of Service Block # 1 - Project Management that are linked to the FP services;

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- Yearly maintenance of all the initial deliverables covered in (Section [9.2.4](#) – "Price Element P.2.2 – Maintenance of all the initial deliverables");
- The continuous update of all documents and/or other assets of the project, such as: all project and operational documentation, tools, training, procedures, data, inventories, etc. These will be continuously kept up to date – to the highest possible professional standards – at each major change and in any case with a minimum of 1 update per year;
- The project and programme management services of Service Block # 3 - Tools supporting the Service Management - (Section [9.2.5](#) – "Price Element P.3.1 – All FP services related to Service Block # 3 - Implementation of tools supporting the Service Management");
- All Services of Service Block # 8 - Coordination with involved parties – Section [9.2.31](#) – "Price Element P.8.1 – All services related to Service Block # 8 - Coordination with involved parties";
- All Services of Service Block # 9 - IT Service Management – Section [9.2.32](#) – "Price Element P.9.1 – All services related to Service Block # 9 - IT Service Management";
- All Services of Service Block # 10 – Security – Section [9.2.33](#) – "Price Element P.10.1 – All services related to Service Block # 10 – Security".



All missions (training, workshops, meetings, etc...) at the Commission's premises (Brussels and Luxembourg) and/or at any other contractor's premises within a distance of ≤ 50 Km of the Commission's premises) are to be included in these Fixed Price elements, including the travel and subsistence of these missions. Therefore, no additional travel and subsistence expenses will be reimbursed **between** Commission's premises (Brussels and Luxembourg).

Travel and subsistence expenses for **all other missions** will be reimbursed and calculated according to the rules specified in the Framework Contract. The Commission will quote the costs of such missions in a separate fixed budgetary provision.

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9.2.2 PRICE ELEMENT P.1.2 – MANAGEMENT FEE EXPRESSED IN % OF THE TOTAL ON DEMAND ACTIVITIES ORDERED (EXCLUDING TRAVEL EXPENSES)

This is to be expressed by the tenderer as a percentage to be added to each On Demand activity⁹ that will be ordered.

This price element covers:

- All Services of Service Block # 1 - Project Management that are linked to On Demand Activities.

9.2.3 PRICE ELEMENT P.2.1 – PRODUCTION OF ALL THE INITIAL DELIVERABLES: FQP¹⁰, SERVICE CATALOGUES, CAPACITY PLAN, AVAILABILITY PLAN, IT SERVICE CONTINUITY PLAN, ICT ARCHITECTURE, APPLICATION ARCHITECTURE AND FRAMEWORK, EXTERNAL PROCESSES, SLAS...

This is to be expressed by the tenderer as a one time FP for the production of all the initial deliverables that will be ordered once, typically during the first Specific Contract for continuous services following the Take-over.

This price element covers:

- The production of all the initial deliverables covered by Service Block # 2 - IT Strategy/Conception/Evaluation.

9.2.4 PRICE ELEMENT P.2.2 – MAINTENANCE OF ALL THE INITIAL DELIVERABLES

This is covered by Section [9.2.1](#) – "Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered".

9.2.5 PRICE ELEMENT P.3.1 – ALL FP SERVICES RELATED TO SERVICE BLOCK # 3 - IMPLEMENTATION OF TOOLS SUPPORTING THE SERVICE MANAGEMENT

This is covered by Section [9.2.1](#) – "Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered".

9.2.6 PRICE ELEMENT P.4.1 – ORGANISATION OF SD

This is to be expressed by the tenderer as a monthly FP for providing all services related to the Organisation of the Service Desk.

⁹ To be included in each estimate for action provided by the ITSM2 Lot1 contractor.

¹⁰ Initially this covers the update of taken-over FQPs.

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This price element covers:

- All Services of Service Block # 4 - Service Desk that are **not** linked to the actual Service Call Handling cf. Section [9.2.7](#) – "Price Element P.4.2 – Call handling".

9.2.7 PRICE ELEMENT P.4.2 – CALL HANDLING

This is to be expressed by the tenderer as a FP per Service Call.



Service Calls opened and resolved by automatic means without human intervention between are not to be counted (e.g. password reset with a self-service web page, download of documents, calls related to quality review cycles, etc.).

This price element covers:

- All Services of Service Block # 4 – related to the Service Call handling.

9.2.8 PRICE ELEMENT P.5.1 – INFRASTRUCTURE MANAGEMENT

This is to be expressed by the tenderer as a monthly FP for providing all services related to the infrastructure Management (Service Block 5). This FP is complemented by Price Elements P.5.2 to P.5.15) that vary based on volumes (e.g. Number of Logical servers in each data centre).

In order to allow the tenderer to size the effort, the volumetric related to the current infrastructure is provided below:

Description	Volumetric
Number of Logical Server @ ITSM2 Lot1 DC	98
Number of Logical Server @ DIGIT DC	10
Number of Application Server @ ITSM2 Lot1 DC	0
Number of Application Server @ DIGIT DC	31
Number of Database Server @ ITSM2 Lot1 DC	13
Number of Database Server @ DIGIT DC	43
Online disk storage space allocated @ ITSM2 Lot1 DC	27 Terabytes
Number of SAN clusters	1

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Description	Volumetric
Number of NAS clusters	0

Table 5: Current Infrastructure volumetric

9.2.9 PRICE ELEMENT P.5.2 – INFRASTRUCTURE MANAGEMENT - LOGICAL SERVER @ ITSM2 LOT1

This is to be expressed by the tenderer as a monthly FP for managing one **Logical server**¹¹ located at the **ITSM2 Lot1** data centre and operated by the **ITSM2 Lot1** contractor, or located at a data centre provided by DG TAXUD and operated by the **ITSM2 Lot1** contractor.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.10 PRICE ELEMENT P.5.3 – INFRASTRUCTURE MANAGEMENT - SYNC REPLICATION OF LOGICAL SERVER @ ITSM2 LOT1

This is to be expressed by the tenderer as a monthly FP for managing the **synchronous** replication of one **Logical server** between the Main site and the Backup site.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.11 PRICE ELEMENT P.5.4 – INFRASTRUCTURE MANAGEMENT - ASYNC REPLICATION OF LOGICAL SERVER @ ITSM2 LOT1

This is to be expressed by the tenderer as a monthly FP for managing the **Asynchronous** replication of one **Logical server** between the active site (i.e. Main site or Backup site) and the Disaster recovery site.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

¹¹ Logical Server i.e. a virtual computer that resides on a physical server but appears to the users/applications as a separate server. Several logical servers can reside on one physical server. Please note that the Servers are in a Data Center provided by DG TAXUD but operated by **ITSM2 lot1**.

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9.2.12 PRICE ELEMENT P.5.5 – INFRASTRUCTURE MANAGEMENT - LOGICAL SERVER @ DIGIT

This is to be expressed by the tenderer as a monthly FP for managing one **Logical server** that resides on a physical server located at **the DIGIT/DC**.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.13 PRICE ELEMENT P.5.6 – INFRASTRUCTURE MANAGEMENT - APPLICATION SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing one **Application server** located at the **ITSM2 Lot1** data centre and operated by the **ITSM2 Lot1** contractor, or located at a data centre provided by DG TAXUD and operated by the **ITSM2 Lot1** contractor.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.14 PRICE ELEMENT P.5.7 – INFRASTRUCTURE MANAGEMENT - SYNC REPLICATION OF APPLICATION SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing the **synchronous** replication of one **Application server** between the Main site and the Backup site.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.15 PRICE ELEMENT P.5.8 – INFRASTRUCTURE MANAGEMENT - ASYNC REPLICATION OF APPLICATION SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing the **Asynchronous** replication of one **Application server** between the active site (i.e. Main site or Backup site) and the Disaster recovery site.

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This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.16 PRICE ELEMENT P.5.9 – INFRASTRUCTURE MANAGEMENT - APPLICATION SERVER @ DIGIT

This is to be expressed by the tenderer as a monthly FP for managing one **Application server** that resides on a physical server located at **the DIGIT/DC**.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.17 PRICE ELEMENT P.5.10 – INFRASTRUCTURE MANAGEMENT - DATABASE SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing one **Database server** located at the **ITSM2 Lot1** data centre and operated by the **ITSM2 Lot1** contractor, or located at a data centre provided by DG TAXUD and operated by the **ITSM2 Lot1** contractor.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.18 PRICE ELEMENT P.5.11 – INFRASTRUCTURE MANAGEMENT - SYNC REPLICATION OF DATABASE SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing the **synchronous** replication of one **Database server** between the Main site and the Backup site.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.19 PRICE ELEMENT P.5.12 – INFRASTRUCTURE MANAGEMENT - ASYNC REPLICATION OF DATABASE SERVER @ ITSM2 Lot1

This is to be expressed by the tenderer as a monthly FP for managing the **Asynchronous** replication of one **Database server** between the active site (i.e. Main site or Backup site) and the Disaster recovery site.

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This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.20 PRICE ELEMENT P.5.13 – INFRASTRUCTURE MANAGEMENT - DATABASE SERVER @ DIGIT

This is to be expressed by the tenderer as a monthly FP for managing one **Database server** that resides on a physical server located at **the DIGIT data centre**.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.21 PRICE ELEMENT P.5.14 DATA CENTRE FLOOR CAPACITY (SPACE, ELECTRICITY AND COOLING) - (T4 HOSTING) - DISASTER RECOVERY SITE

A Disaster recovery site (Tier4 level) should be provided at least 100 Km away from Luxembourg (Kirchberg) to ensure total availability in case of disaster to complement the Main and Backup data centre.

This price element covers:

- All Services of Service Block # 5 - Infrastructure Management **excluding** services explicitly covered by other price elements.

9.2.22 PRICE ELEMENT P.5.15 – ONLINE DISK STORAGE SPACE ALLOCATED @ ITSM2 LOT1

This is to be expressed by the tenderer as a monthly FP per online SAN/NAS cluster including its backup

This price element covers:

- All Services related to the provision of the services related to the online redundant and high available data storages (SAN or NAS) including management and operation of the disks, their online backup, the backup tapes, safes for their storage and so on in each one of the three (3) data centres (the 2 DG TAXUD owned data centres in Luxembourg and the **ITSM2 Lot1** contractor disaster recovery site).

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9.2.23 PRICE ELEMENT P.5.16 – (MARK-UP ON COTS, HW, MAINTENANCE, DECOMMISSIONING)

This is to be expressed by the tenderer as a mark-up percentage to be applied to the budgetary provision DG TAXUD expressed in Section [9.2.41](#) – "Price Element P.12.6 – (Provision allocated by DG TAXUD for Infrastructure (hardware, software, maintenance, Decommissioning)". The mark-up represents the margin the contractor applies to its purchase prices covering all internal expenses linked to the purchase. These purchase prices are to be proven by invoices from the vendors. DG TAXUD reserves the right to verify/audit these purchase prices, proof of purchases by the **ITSM2 Lot3** contractor.

For information, refer to [\[R14\]](#) for the ITSM inventory and [\[R8\]](#), [\[R8\]](#), [\[R9\]](#), [\[R10\]](#) for the CCN inventory. The product lists of the incumbent contractors can be found under [\[R11\]](#) and [\[R12\]](#).

9.2.24 PRICE ELEMENTS P.6.1 TO P.6.18 – (MANAGEMENT OF ONE APPLICATION WITH A COMPLEXITY "X" WITH A QoS OF "Y" - (INCLUDING UPDATES, HOTFIXES, PATCHES, DATA PATCHES, MONITORING, DECOMMISSIONING, BCP/DRP EXERCISE)

This is to be expressed by the tenderer as a monthly FP for the management of one:

- Application with a complexity "**Low**" with a QoS of **N-5/13** - (Normal Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.1**);
- Application with a complexity "**Medium**" with a QoS of N-5/13 - (Normal Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.2**);
- Application with a complexity "**High**" with a QoS of N-5/13 - (Normal Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.3**);
- Application with a complexity "**Low**" with a QoS of **X-5/13** - (**Extended** Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.4**);
- Application with a complexity "**Medium**" with a QoS of X-5/13 - (Extended Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.5**);
- Application with a complexity "**High**" with a QoS of X-5/13 - (Extended Quality of Service, "**5d-13h**" service Window) – (Price element **P.6.6**);
- Application with a complexity "**Low**" with a QoS of **N-7/13** - (Normal Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.7**);
- Application with a complexity "**Medium**" with a QoS of N-7/13 - (Normal Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.8**);

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- Application with a complexity "**High**" with a QoS of N-7/13 - (Normal Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.9**);
- Application with a complexity "**Low**" with a QoS of **X-7/13** - (**Extended** Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.10**);
- Application with a complexity "**Medium**" with a QoS of X-7/13 - (Extended Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.11**);
- Application with a complexity "**High**" with a QoS of X-7/13 - (Extended Quality of Service, "**7d-13h**" service Window) – (Price element **P.6.12**);
- Application with a complexity "**Low**" with a QoS of **N-7/24** - (**Normal** Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.13**);
- Application with a complexity "**Medium**" with a QoS of N-7/24 - (Normal Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.14**);
- Application with a complexity "**High**" with a QoS of N-7/24 - (Normal Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.15**);
- Application with a complexity "**Low**" with a QoS of **X-7/24** - (**Extended** Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.16**);
- Application with a complexity "**Medium**" with a QoS of X-7/24 - (Normal Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.17**);
- Application with a complexity "**High**" with a QoS of X-7/24 - (Normal Quality of Service, "**7d-24h**" service Window) – (Price element **P.6.18**).

This price element covers:

- All services of Service Block # 6 related to the management of applications.

The price elements vary based on 3 variables:

- **Application complexity** – Please refer to Section [14](#) – "ANNEX V – Application complexity classification" for a description of this variable;
- **QoS** – Please refer to Section [5.1.1](#) – "Service Window & QoS" for a description of this variable;
- **Service window** – Please refer to Section [5.1.1](#) – "Service Window & QoS" for a description of this variable.



The classification of the applications with the definition of the above-mentioned variables will be performed once a year by DG TAXUD and will be provided to the **ITSM2 Lot1** contractor in the RfO for continuous services. Deviations will be registered in the MPR for information only and will be used to reassess the quantities for the next Specific Contract

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covering continuous services. For information, refer the classification of applications in [\[R13\]](#).

9.2.25 PRICE ELEMENTS P.6.19 TO P.6.21 – (DEPLOYMENT OF A NEW APPLICATION WITH A COMPLEXITY "X")

This is to be expressed by the tenderer as a FP for the deployment of **one** new application (only the deployment of a **new CI** is to be considered as the deployment of a new application with a complexity¹² of "**Low**" – (P.6.19), "**Medium**" – (P.6.20), "**High**" – (P.6.21)

This price element covers:

- All the services related to the deployment of the application for the related complexity. This is all-inclusive (e.g. it covers: installation, testing, configuration, setting up and configuring the monitoring, etc).

9.2.26 PRICE ELEMENT P.7.1 – (SUPPORT OF A CCN SITE (EXCLUDING COTS/HARDWARE MAINTENANCE) WITH A QoS OF X-7/24)

This is to be expressed by the tenderer as a monthly FP for the support of **one CCN site**¹³ with an **Extended** QoS and a "**7d-24h**" service Window.

This price element covers:

- All services related to a CCN site with an **Extended** QoS and a "**7d-24h**" service Window that is not explicitly covered by other price elements P.7.1 & P.7.3 to P.7.7 – e.g. this excludes COTS and hardware maintenance.

9.2.27 PRICE ELEMENT P.7.2 – (SUPPORT OF A CCN GATEWAY (EXCLUDING COTS/HARDWARE MAINTENANCE) WITH A QoS OF X-7/24)

This is to be expressed by the tenderer as a monthly FP for the support of **one CCN gateway** with an **Extended** QoS and a "**7d-24h**" service Window.

¹² DG TAXUD will define the complexity of new applications.

¹³ Only CCN sites containing CCN gateways and/or LCMS are to be counted. This excludes for instance backup sites that some NAs could install in the future without any CCN specific equipment. It is to be noted that DG TAXUD operates two CCN sites (one in Luxemburg and one in Belgium). These are considered as 2 sites as they both contain CCN equipment.

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This price element covers:

- All services related to the support of a CCN gateway with an **Extended** QoS and a "**7d-24h**" service Window that is not explicitly covered by other price elements **P.7.1, P.7.3, P.7.4 and P.7.5** – e.g. this excludes COTS and hardware maintenance.

9.2.28 PRICE ELEMENT P.7.3 – (SUPPORT OF A CCN-MAIL2 SERVER (EXCLUDING COTS/HARDWARE MAINTENANCE) WITH A QOS OF X-7/24)

This is to be expressed by the tenderer as a monthly FP for the support of **one CCN-Mail2** server with an **Extended** QoS and a "**7d-24h**" service Window.

This price element covers:

- All services related to the support of a **CCN-Mail2** server with an **Extended** QoS and an "**7d-24h**" service Window that is not explicitly covered by other price elements **P.7.1, P.7.2, P.7.4 and P.7.5** – e.g. this excludes COTS and hardware maintenance.

9.2.29 PRICE ELEMENT P.7.4 – (COST OF OPERATING THE CENTRAL CCN-MAIL3 MICROSOFT EXCHANGE SERVERS WITH A QOS OF X-7/24)

This is to be expressed by the tenderer as a monthly FP for operating the central CCN-Mail3 Microsoft Exchange servers with an **Extended** QOS over a "**7d-24h**" service Window.

This price element covers:

- All the services related to operating the central CCN-Mail3 servers¹⁴ (2 mail servers in failover mode, and a third one in a separate location for disaster recovery).

9.2.30 PRICE ELEMENTS P.7.5 – (COST FOR SHIPPING IT EQUIPMENT USING A SPECIALISED IT TRANSPORTER OFFERING FULL INSURANCE TO A NATIONAL ADMINISTRATION WITHIN EUROPE)

This is to be expressed by the tenderer as a matrix of prices in tab "Shipping costs" of the Price table. Prices are to be defined based on insured value and weight for a shipment from the **ITSM2 Lot1** contractors premises to any National Administration within Europe.

This price element covers:

¹⁴ A "mail server" is a physical machine, installed with VMWare ESX server and providing 4 virtualised environments for:

- Exchange servers (HUB & CAS, Mailbox);
- AD servers.

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- All the services related to the shipment of IT equipment by a traceable transporter. The price is to include full insurance covering replacement value of the equipment.

9.2.31 PRICE ELEMENT P.8.1 – ALL SERVICES RELATED TO SERVICE BLOCK # 8 - COORDINATION WITH INVOLVED PARTIES

This is covered by Section [9.2.1](#) – Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered.

9.2.32 PRICE ELEMENT P.9.1 – ALL SERVICES RELATED TO SERVICE BLOCK # 9 - IT SERVICE MANAGEMENT

This is covered by Section [9.2.1](#) – Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered.

9.2.33 PRICE ELEMENT P.10.1 – ALL SERVICES RELATED TO SERVICE BLOCK # 10 – SECURITY

This is covered by Section [9.2.1](#) – Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered.

9.2.34 PRICE ELEMENT P.11.1 – (TAKE-OVER)

This is to be expressed by the tenderer as a one time FP for performing all services defined in the Take-over strategy cf. Section [4](#) – "Take-over Strategy".

This price element covers:

- All services as defined in the Take-over strategy cf. Section [4](#) – "Take-over Strategy";
- The related travel and subsistence cost to the incumbent contractor's usual premises (Zaventem and Huizingen – both in the Brussels area) and DG TAXUD's usual premises (Brussels).

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9.2.35 PRICE ELEMENT P.11.2 – (HAND-OVER)

This is to be expressed by the tenderer as a one time FP for performing all services related to the Hand-over of the services to the DG TAXUD or to any specified third parties on its behalf over a 6 months period.

This price element covers:

- All the activities related to the handing-over of the activities from the **ITSM2 lot1** Contractor to the DG TAXUD or to any specified third parties on its behalf for the duration of the hand-over period (typically 6 months);
- The training of the DG TAXUD's team or to any specified third parties on its behalf (all functions, all staff, and all procedures).

This price element **excludes**:

- The continuous update of all packages that shall be handed over at the end of the Framework Contract. This includes all non-commercial confidential assets of the project, such as all project and operational documentation, tools, training, procedures, data, inventories, etc. These will be continuously kept up to date – to the highest possible professional standards – with a minimum of 1 update per year. This effort is covered by Section [9.2.1](#) – Price Element P.1.1 – Management fee expressed in % of the total Fixed price (FP) services ordered.

9.2.36 PRICE ELEMENT P.12.1 – (TRANSLATIONS OF DOCUMENTS FROM/TO ENGLISH OR FRENCH TO/FROM ANY OF THE 22 OTHER LANGUAGES USED WITHIN THE UNION)

This is to be expressed by the tenderer as a matrix of prices in the tab "Translation costs" of the financial sheet. Prices are to be given for the translation from English or French to any of the other official languages of the European Union.

This price element covers:

- The human translation of an A4 size page with normal font (Times New Roman, 11 or similar) with single line spacing;
- From: FR or EN to any other European Union official language;
- From: any other European Union official language to FR or EN.

9.2.37 PRICE ELEMENT P.12.2 – (TRAININGS, WORKSHOPS AND DEMONSTRATIONS)

This is to be expressed by the tenderer as an all-inclusive price for the preparation and chairing of a one-day: training course, workshop or demonstration. This includes:

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- The invitation;
- The agenda;
- The definition of the prerequisites/links with (mandatory) prior training, the target audience, etc;
- The updates to the training catalogue;
- The preparation of the publicity material and their publication (e.g. on the portal);
- The ex-ante briefing and ex-post debriefing and summary/report;
- The minutes;
- The creation, update, preparation and distribution of all training material, slides, student handouts, handbook, booklets, brochures, etc.
- The set up of the demo environment;
- The set up of the hands-on exercises;
- Performing the training, workshop, demo, answering the questions...

9.2.38 PRICE ELEMENT P.12.3 – (HOSTING OF TRAININGS & LEARNING FACILITIES)

- This is to be expressed by the tenderer as a price per day for a room of up to 40 persons.

This price elements cover:

- All the services for the training room for up to 40 trainees;
- Up to 4 separate, smaller rooms with desks and chairs for up to 15 persons, for break-out/parallel sessions/tracks if required; whiteboards/flipcharts and PC with video projector should be foreseen in all these rooms;
- Reception desk services to welcome trainees, to complete the registration process, to hand out the training material, etc.;
- Video projector, flip-charts, white board and/or intelligent whiteboard;
- The PCs, computers and all other hardware required in case of hands-on training;
- Catering services: drinks (coffee/tea, water, soft drinks) during breaks (2 such breaks should be foreseen per day); a sandwich-style lunch with non-alcoholic beverages should be foreseen.

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9.2.39 PRICE ELEMENT P.12.4 – (PROVISION FOR CCN2)

This is a provision for **CCN2** services. This does not cover the actual **CCN2** hardware and software that will be funded outside this Framework Contract. This provision is equal to **24 months** of the prices quoted by the tenderer for the current CCN related activities of **ITSM2 Lot1** (i.e. pricing elements **P.7.1** to **P.7.7**).

9.2.40 PRICE ELEMENT P.12.5 – (PROVISION ALLOCATED BY DG TAXUD FOR TRANSFORMATIONS)

This is a provision, allocated by DG TAXUD, to finance the transformations addressed in chapter **7** – "Recommended improvements (Transformations)".

9.2.41 PRICE ELEMENT P.12.6 – (PROVISION ALLOCATED BY DG TAXUD FOR INFRASTRUCTURE (HARDWARE, SOFTWARE, MAINTENANCE, DECOMMISSIONING))

This is a provision, allocated by DG TAXUD, for the purchase of Hardware, Software, Maintenance, and Decommissioning. A mark-up, cf. Section **9.2.23** – Price Element P.5.16 – (mark-up on COTS, HW, Maintenance, Decommissioning), is applied to this provision.

9.2.42 PRICE ELEMENT P.13.1 – (PROVISION FOR OTHER SERVICES AND DELIVERABLES NOT SPECIFIED ELSEWHERE)

This is a provision, allocated by DG TAXUD, to cover Quoted Time and Means (QTM) activities based on the daily rates for the staff profiles.

9.2.43 PRICE ELEMENT P.13.2 – (PROVISION FOR OTHER SERVICES AND DELIVERABLES NOT SPECIFIED ELSEWHERE TO BE PERFORMED DURING EXTENDED WORKING HOURS)

This is a provision, allocated by DG TAXUD, to cover the Quoted Time and Means (QTM) activities based on the daily rates for the staff profiles for work that, exceptionally needs to be performed during extended working hours.

9.2.44 PRICE ELEMENT P.OD.1 - PROVISION FOR ADDITIONAL ON DEMAND QUANTITIES OF CONTINUOUS SERVICES PRICE ELEMENTS ON WHICH PM% IS DUE

This is a provision, allocated by DG TAXUD for purchasing additional On Demand quantities of FP services.

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9.2.45 PRICE ELEMENT "PROFILES"

This is to be expressed by the tenderer as a list of prices in the tab "Profiles" of the Price Table. The prices are to be expressed per day and per profile defined in Section [12](#) – "ANNEX III - Resource Requirements". A price distinction is to be made for Intramuros and Extramuros personnel.

This price elements cover:

- The all-inclusive daily rate;
- In case of Extramuros: the office and equipment (IT and other) required to perform the services from the contractor's usual premises;
- The multiplying factor to be applied to the daily rate for on-demand work to be explicitly performed during extended working hours.

It must be noted that services expressed in man days will be ordered at the daily rate as indicated in the "Profiles" par of the financial table. The computed "man day cost (average cost)" is only used for calculating the budget envelopes. Man days will not be ordered at this computed average.

9.3 Benchmarking

The **ITSM2 Lot3** contractor or the Commission's audit/benchmark contractor will, at regular basis, benchmark the prices of the **ITSM2 Lot1** contractor. A first benchmark, aiming to compare the price of the continuous services of the **ITSM2 Lot1** contractor with the market prices, will be conducted immediately after the take-over period.

The result of this initial benchmark will be a positive or a negative deviation (in %) of prices compared to market prices, in other words, the percentage that the **ITSM2 Lot1** contractor's prices are higher or lower than market prices. This percentage shall be maintained throughout the contract (i.e. prices will be continuously adapted either by increasing or by lowering them), based on the benchmarking exercises.

The initial deviation (positive or negative) will be maintained throughout the Framework Contract by an amendment to the Framework Contract, defining the updated prices. The new prices will be applicable for the next Specific Contract following the signature of the amendment to the Framework Contract.

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10 ANNEX I - Volumetric adjustments

This section contains "corrections" to volumetric raw data provided in the "As is" document, [\[R1\]](#). This "corrected" volumetric data is to be used by the **ITSM2 Lot1** contractor in its tender.

10.1 Contractor Team size

DG TAXUD considers that the **Application management team** within the incumbent ITSM organisation **is understaffed**, which leads to underperformance. DG TAXUD estimates that the headcount should be increased from the current **32** to **42 (+10)**.

DG TAXUD considers that the **CCN/TC contractor's team** headcount (**42**) related to operations **is appropriate**.

However, the merge of both ITSM and CCN operations undoubtedly generates synergies, which should be reflected in the tender.

10.2 Other

The number and the sizing of physical servers currently hosted at the CCN technical centre is too high and should be significantly reduced.

The **ITSM2 Lot1** contractor should further reduce the number of physical servers by using virtualisation to the maximum extent. DG TAXUD will operate a clear split between CCN operations and CCN development infrastructure. The latter will remain at the incumbent CCN/TC contractor, whereas the former will be transferred to the future **ITSM2 Lot1** contractor.

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11 ANNEX II - Methodology Requirements

It is the responsibility of the **ITSM2 Lot1** contractor to propose an adequate methodology to carry out the activities and deliver the required products and services, while meeting the desired level of quality.

The Commission wishes to draw attention of the **ITSM2 Lot1** contractor to the fact that a DG TAXUD project with its multi-partners dimension and its distributed responsibility scheme imposes specific constraints on the methodology to be followed and the technology to be applied in order to achieve success.

In case of a conflict between the applicable technical specifications, the **ITSM2 Lot1** contractor should report the conflict giving priorities to TEMPO over the international standards and ITIL

11.1 Approach to the quality plans (FQP)

DG TAXUD manages large-scale projects, which rely on Framework Contracts for resourcing.

It has become a proven good practice for a contractor to produce, or take-over and adapt, a Framework Quality Plan (FQP) which is applicable at the level of the Framework Contract and which defines the details of the working relationship between the contractor and the Commission as well as the quality expectations for the scope and duration of the Framework Contract.

Therefore, a Framework Contract gives rise to a Framework Quality Plan.

The **ITSM2 Lot1** contractor will take over the FQP from the incumbent ITSM and CCN/TC contractors. During the Take-over activity, the **ITSM2 Lot1** contractor will only document how these two FQPs will be implemented and list the major deviations.

At the end of the Take-over activities, the **ITSM2 Lot1** contractor will merge and update the CCN/TC and the ITSM FQPs into one document. This consolidated FQP will be delivered, for SfR, 3 months after the end of the Take-over.

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12 ANNEX III - Resource Requirements

12.1 STAFFING

It is the **ITSM2 Lot1** contractor's responsibility to propose an adequate team organisation (including team structure, set of profiles, team sizing, responsibility allocation and reporting lines) and staffing in order to perform the activities and deliver the products and services defined in full compliance with the quality requirements.

The **ITSM2 Lot1** contractor will **have to staff in line** with the team organisation that the **ITSM2 Lot1** contractor will propose in the **tender**.

The **ITSM2 Lot1** contractor must include sufficient seniority in the team that will ensure the continuous services and the teams that will be associated to the On Demand activities. This seniority is not only expressed in (number of years of) experience, but also, above all, in terms of skills and capacity to lead the teams and to keep a broad knowledge and overview of all activities undertaken by the **ITSM2 Lot1** contractor.

DG TAXUD can at, any point in time, request the CVs of the assigned staff. DG TAXUD reserves the right to request replacements of staff not in line with the present resource requirements.

By bidding for this tender, the contractor commits to ensure full transparency to DG TAXUD regarding its staffing. The number of staff, names, location, qualifications, etc. shall be communicated to DG TAXUD on a regular basis and/or at specific request. DG TAXUD will fully respect the provision of article I.8.1 of the draft Framework Contract regarding data protection.



Each staff member assigned by the **ITSM2 Lot1** contractor must sign a declaration of confidentiality and a compliance statement to the security rules in compliance with article III.2.2. of the General terms and conditions for IT contracts, annexe to the FC, Article 4 of the Commission decision on protection of information systems [C (2006) 3602] and with article 23 of Regulation (EC) N° 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

As mentioned in the pricing model cf. Section 9 – "Pricing Model" , the tenderer is requested to provide a daily rate for the following staff profiles that could be requested to work either within the premises of the European Commission in Brussels or from the **ITSM2 Lot1** contractor's own premises.

The **ITSM2 Lot1** contractor must demonstrate for each person proposed in the team that his/her CV meets the specification(s) of the profile. For every profile for which CVs are

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submitted, a minimum professional experience is required for the area of expertise. The required experience is indicated in [Table 6: Staff profiles & required experience levels](#) below.

E.g., the Project Managers for whom a CV is submitted must have at least 8 years experience as project manager, even if they started their career as developers or in any other function. The same rule applies to the other profiles.

For all profiles, the **ITSM2 Lot1** contractor will ensure that all staff holds the relevant technical certification, corresponding to the assignment and to the required level of experience.

All profiles must have (or acquire within the first **8** weeks of their assignment) knowledge of ITIL and SMT.

The **ITSM2 Lot1** contractor must ensure that technical expertise that is in line with DG TAXUD’s technical development/operations environment is sufficiently available. Expertise with all COTS used by DG TAXUD (e.g. ARIS, ORACLE, Solaris, Linux, HP SMT, IBM MQSeries, TUXEDO, WebLogic, Apache, and all other COTS – see [\[R8\]](#) and [\[R14\]](#)) is a must and shall be identified clearly in the proposed CVs.

The experience of the staff is to be expressed in levels, corresponding to a number of years of relevant experience. Relevant experience means experience specific for the tasks that are related to the profile:

	0	No previous experience needed
	1	1 year or more
Experience Level	3	3 years or more
	5	5 years or more
	8	8 years or more

The experience as a particular profile, expressed in months must be easily verifiable from the CV.

#	Profile	Profile Code	Minimum Experience Level				
			0	1	3	5	8
1	Logistics Operator – (cf. Section 12.1.1.1)	LOP	√				
2	Logistics Coordinator/ Administrator – (cf. Section 12.1.1.2)	LOCA		√			

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#	Profile	Profile Code	Minimum Experience Level				
			0	1	3	5	8
3	User Support Agent – (cf. Section 12.1.1.3)	USA		√			
4	Workstation Administrator – (cf. Section 12.1.1.4)	WSA		√			
5	Senior System Administrator – (cf. 12.1.1.5)	SSA					√
6	Junior System Administrator – (cf. 12.1.1.6)	JSA			√		
7	Senior Database Administrator – (cf. Section 12.1.1.7)	DBA					√
8	Web Administrator – (cf. Section 12.1.1.8)	WA		√			
9	Application Administrator – (cf. Section 12.1.1.9)	AA			√		
10	Security Consultant – (cf. Section 12.1.1.10)	SC			√		
11	Technical Team Coordinator – (cf. Section 12.1.1.11)	TCC				√	
12	SMT Administrator – (cf. Section 12.1.1.12)	SMT-AD			√		
13	SMT Architect – (cf. Section 12.1.1.13)	SMT-AR				√	
14	SMT Developer – (cf. Section 12.1.1.14)	SMT-DEV				√	
15	SMT Coach – (cf. Section 12.1.1.15)	SMT-CO			√		
16	Project Manager – (cf. Section 12.1.1.16)	PM					√
17	Senior Security Officer – (cf. Section 12.1.1.17)	SSO					√

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#	Profile	Profile Code	Minimum Experience Level				
			0	1	3	5	8
18	Quality Manager – (cf. Section 12.1.1.18)	QM					√
19	Senior Network Architect – (cf. Section 12.1.1.19)	SNA					√
20	Junior Network Architect – (cf. Section 12.1.1.20)	JNA			√		
21	Senior Technical Consultant – (cf. Section 12.1.1.21)	STC					√
22	Junior Technical Consultant – (cf. Section 12.1.1.22)	JTC			√		
23	Technical Support Engineer – (cf. Section 12.1.1.23)	TSE		√			
24	Application Tester – (cf. Section 12.1.1.24)	TE		√			
25	Senior Application server Consultant – (cf. Section 12.1.1.25)	SAC					√
26	Senior ESB administration – (cf. Section 12.1.1.26)	SESB				√	

Table 6: Staff profiles & required experience levels

12.1.1.1 Logistics Operator – (LOP)

Nature of the tasks:

- Preparing and packing of IT equipment;
- Physically handling equipment;
- Installing and connecting IT equipment;
- Ensuring correct administrative/inventory follow-up.

12.1.1.2 Logistics Coordinator/Administrator – (LOCA)

Nature of the tasks:

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- Ensuring correct administrative/inventory follow-up;
- Prepare logistics operations using the Commissions tools (SMT, inventory management), organise, coordinate and manage logistics actions;
- Coordinate the activities of logistics operators.

12.1.1.3 User Support Agent – (USA)

Nature of the tasks:

- Service Desk Support Agent, providing remote support or proximity Support;
- Receiving calls, first-line customer liaison: Service Desk agent, incident agent, incident analyst, Problem agent and analyst;
- Incident analysis, first and second-line customers liaison with the purpose of maximising the first call resolution rate;
- Recording incidents in the SMT. The quality of the incident recording is essential for the subsequent treatment of incidents. Excellent knowledge of SMT is crucial;
- Assigning incidents to an incident analyst;
- Monitoring progress of incident resolution relative to the appropriate SLA,
- Managing the incident life-cycle, including closure and verification;
- Closing incidents and confirmation with the customer,
- First and second-line support, remote and on-site support;
- Recording & tracking incident information in SMT;
- Recording & tracking Problem information in SMT;
- Participate in reconfiguration/installation of PC environments;
- Draft technical content for knowledge database.

12.1.1.4 Workstation Administrator – (WSA)

A Workstation Administrator will perform tasks relating to a User support Agent but will also perform tasks relating to System Administration. The System Administration related tasks will be performed under supervision of a System Administrator.

Nature of the tasks:

- Administration of the local environment, directly related to the PC environment;

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- User administration and user right management in a Windows environment;
- E-mail management;
- Handling Network connections (in co-operation with the network team(s));
- Monitoring and administration of local "print and file" servers. Handling of backups and restore operations;
- Monitoring and administration of network resources like shared printers, network drives;
- System administration tasks under supervision of a system administrator;
- Participate in defining and documenting configuration of the local PC environment;
- Document operational support procedure;
- Draft technical content for knowledge database;
- Security administration and monitoring in adherence to the security rules. This task will always be executed under supervision of the LISO (Information Security Officer).

12.1.1.5 Senior System Administrator – (SSA)

Nature of the tasks:

- Administration of systems (Windows, Unix , etc) or applications;
- Installation and configuration of system components and servers in the local environment;
- Monitoring of servers, server resources;
- Incident analysis and resolution, problem definition, analysis and resolution: preliminary diagnosis of software and hardware problems, co-ordination with 3rd parties;
- Advise in areas such as capacity management, contingency planning, IT service continuity management, automation of repetitive tasks, security;
- Maintenance of the server procedures manual and the parts of the disaster recovery plans related to local systems and applications.

12.1.1.6 Junior System Administrator – (JSA)

Nature of the tasks:

- Administration of systems (Windows, Unix, etc) or applications;
- Installation and configuration of system components and servers in the local environment;
- Monitoring of servers, server resources;

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- Incident analysis and resolution, problem definition, analysis and resolution: preliminary diagnosis of software and hardware problems, co-ordination with 3rd parties;
- Advise in areas such as capacity management, contingency planning, and IT service continuity.

12.1.1.7 Senior Database Administrator – (DBA)

Nature of the tasks:

- Database administration and user right management;
- Installation and configuration of database;
- Monitoring and tuning the database, incident resolution, preliminary diagnosis of software problems, co-ordination with 3rd party;
- Advise in areas such as capacity management, contingency planning, IT service continuity management, automation of repetitive tasks, security;
- Maintenance of the database procedures manual and the parts of the disaster recovery plans related to the database;

12.1.1.8 Web Administrator – (WA)

Nature of the tasks:

- Web administration and user right management;
- Installation and configuration of Web servers;
- Monitoring the Web server, incident resolution, preliminary diagnosis of software problems, co-ordination with 3rd parties;
- Advise in areas such as capacity management, contingency planning, IT service continuity management, automation of repetitive task, security;
- Maintenance of the Web procedures manual and the parts of the disaster recovery plans related to the database.

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12.1.1.9 Application Administrator – (AA)

Nature of the tasks:

- Administration of applications;
- Perform system administration and database administration tasks,
- Installation and configuration of application components and server software. Integration of application in the server environment;
- Monitoring of application usage and performance;
- Incident analysis and resolution, problem definition, analysis and resolution: preliminary diagnosis of software and hardware problems, co-ordination with 3rd parties;
- Advise in areas such as capacity management, contingency planning, IT service continuity management, automation of repetitive tasks, security;
- Maintenance of the application procedures manual and the parts of the disaster recovery plans related to local systems and applications.

12.1.1.10 Security Consultant – (SC)

Nature of the tasks:

- Create and implement the Security Policy;
- Advise in areas such as Risk analysis, contingency planning, IT security audit, security logs analysis, security development;
- Manage security: User control, Incident handling, access rights ...
- Help to set up and deploy security awareness and security training.

12.1.1.11 Technical Team Co-ordinator – (TTC)

Nature of the tasks:

- Daily operational team management, of proximity teams providing support. This includes planning, definition of tasks, review of service level, quality control, risk analysis, call handling status and escalation, status reports (daily, monthly, yearly), problem reporting and organisation definition;
- Resource management: planning of resource usage (shifts, holiday) and estimation of costs, timescale and resource requirements for the expected level of service;
- Activity tracking against the plan, provide regular and accurate reports;

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- Costs monitoring, timescales and resources used. Take appropriate actions where these deviate from agreed tolerances;
- Manage the change control procedure;
- Provide effective leadership of the operational team, ensuring the team members are motivated and constantly developing their skills and experience.

12.1.1.12 SMT Administrator – (SMT-AD)

Nature of the tasks:

- Administration tasks of the SMT environment;
- Maintain the personalisation parameters of the SMT environment;
- Maintenance of the reporting Data Warehouse and reporting environment;
- User account, profile management, workflow management;
- Second level support.

12.1.1.13 SMT Architect – (SMT-AR)

Nature of the tasks:

- Providing assistance in analysing and implementing ITIL based process and solutions;
- Ensure that the European Commission's requirements can be integrated in the exiting SMT taking into account the continuity of service and the architectural consistency;
- Advising about configurations and personalisation of the SMT environment;
- Translate the European Commission's requirements into technical specifications.

12.1.1.14 SMT Developer – (SMT-DEV)

Nature of the tasks:

- Collection and definition of new requirement;
- Maintain the existing SMT environment, configuring and personalising;
- Preparing and documenting new releases;
- Root cause analysis of SMT-related problems;
- Third level support on SMT.

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12.1.1.15 SMT Coach – (SMT-CO)

Nature of the tasks:

- End-user training and coaching of the SMT environment;
- Quality Control of the configuration and personalisation designed and implemented by the architect and the developer;
- Create and maintain user documentation.

12.1.1.16 Project Manager – (PM)

High level qualified person with relevant experience responsible in managing similar projects.

Nature of the tasks:

- Responsible for managing the development and implementation of services in order to meet the business needs;
- Responsible for managing the team and budget, as well as monitor costs, timescales and resources used work plan, and all the project management procedures (team management, contract/supply management, scope management, management of issues, risk management, quality control, etc.);
- Responsible for managing and coordinating the service desk activities and ensuring that incident, problem, change, configuration and release management is delivered according to quality plans (FQP) and according to quality levels agreed in the Service Level Agreement (SLA).

The project manager is also requested to demonstrate:

- Good knowledge of project management standards and methodologies;
- Usage of project management tools. Willingness to use the project management tool and methodologies as specified by DG TAXUD;
- Good technical knowledge on the projects aspects;
- Good reporting methods;
- Ability to give presentations;
- Ability to apply high quality standards to all tasks;
- Ability to participate in multi-lingual meetings, good communication skills;

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- Capability of working in an international/multi-cultural environment, rapid self-starting capability and experience in team working, understanding the needs, objectives and constraints of those in other disciplines and functions.

12.1.1.17 Senior Security Officer – (SSO)

High-level qualified person with relevant experience responsible for promoting security of the network with regard to security procedures, set up, implementation, maintenance and improvements. The desired profile should have good knowledge of Communication protocols, firewalls, network security policies implementation and other security and antivirus tools.

Nature of the tasks:

- Ensure that products integrate security requirements and that project-related information is managed securely.
- Providing advice to the local IT team in areas such as risk analysis, contingency planning, IT security audit, security log analysis, security development, as well as providing support for setting up security training and security awareness's.

The security officer is also requested to demonstrate:

- Good knowledge of tasks related to national security accreditation and security clearance;
- Good experience in carrying out high-level security studies of ICT projects;
- Good reporting methods;
- Ability to give presentations;
- Ability to apply high quality standards to all tasks.

12.1.1.18 Quality Manager – (QM)

High-level qualified person(s) with relevant experience responsible for promoting awareness within the team with regard to quality procedures and methodologies in place, set up, maintenance and assessment of them through internal audits, and improvement of them through the development and implementation of continuous improvement programmes as well as the to provide assistance and support on service level agreements or other quality documents associated to the project.

Nature of the tasks:

- Ensure that the delivery of services and/or products meets or exceeds customer expectations and that, whether or not the document and software deliverables are compliant with the quality requirements and standards stipulated in the quality plans.

The Quality officer is also requested to demonstrate:

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- Minimum 8 years of IT professional experience;
- Experience in consulting minimum 4 years;
- Experience in quality assurance and methodologies such as PM (PMBOK, Prince2, RUP, ITIL, COBIT);
- Proven experience with quality procedures.

12.1.1.19 Senior Network Architect – (SNA)

High-level qualified person(s) able to carry out architectural design of network communication system, which includes the backbones, routers, switches, access methods and protocols used. HeShe has also the expertise on all engineering aspects at both nodal and system levels: including capacity planning, node dimensioning, QoS settings, new product and feature introduction, subscriber and services provisioning, translations and routing.

Nature of the tasks:

- Understand, design and implement virtualisation solutions based on multiple vendor technology;
- Develop and generate conceptual, logical, and physical network architectures, resulting documents and drawings, testing analyses, test plans, and risk assessments to ensure sound architecture;
- Evaluate cost analysis and vendor comparisons for large scale projects to ensure cost-effective and efficient operations, and measures feasibility of various approaches;
- Evaluate complex data networking technologies to understand their potential and recommends future direction;
- Research technological advancements to ensure that data networking solutions are continuously improved, supported, and aligned with industry and company standards;
- Participate as the lead Networking subject matter expert in the development of solutions in support of new business and application expansion.

The desired profile should also demonstrate:

- In depth knowledge of enterprise architecture;
- Strong capacity in writing and presenting studies;
- Ability to participate in multi-lingual meetings, excellent communicator;
- Capability of working in an international/ multicultural environment;
- Strong experience in enterprise architecture models and tools;
- Strong experience in the realisation of studies.

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12.1.1.20 Junior Network Architect – (JNA)

Qualified person(s) with relevant experience able to perform architectural design of network communication system, which includes the backbones, routers, switches, access methods and protocols used. He/She has also the expertise on engineering aspects at both nodal and system levels: including capacity planning, node dimensioning, QoS settings, new product and feature introduction, subscriber and services provisioning, translations and routing

Nature of the tasks:

- Understand and implement virtualisation solutions based on multiple vendor technology;
- Develop and generate logical, and physical network architectures, resulting documents and drawings, testing analyses and test plans to ensure sound architecture;
- Evaluate complex data networking technologies to understand their potential and recommends future direction;
- Research technological advancements to ensure that data networking solutions are continuously improved, supported, and aligned with industry and company standards.

The desired profile should also demonstrate:

- Good capacity in writing and presenting studies;
- Ability to participate in multi-lingual meetings, good communicator;
- Capability of working in an international/ multicultural environment;
- Experience in enterprise architecture models and tools;
- Proven experience with quality procedures.

12.1.1.21 Senior Technical Consultant – (STC)

High-level qualified person with experience in ICT (e.g. consultancy in governance and management, WAN communication and telecommunication, software, information systems, security, policies implementation).

Nature of the tasks:

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- Provision of advice and assistance in any area associated with the procurement, provision, delivery, maintenance, deployment, hosting, effective use of information systems and their environments;
- Assistance in the implementation of project management methodology;
- Provision of security studies, security assessments or other security matters associated with information system projects;
- Functional requirements and business case analysis;
- Elaboration of vision documents;
- Risk analysis.

This profile must demonstrate excellent skills in:

- In depth knowledge of information systems matters;
- In depth knowledge in IT consulting matters;
- Strong capacity in preparing and writing studies;
- Strong capacity to give high level presentations;
- Ability to apply high quality standards;
- Ability to participate in multi-lingual meetings, excellent communicator;
- Capability of working in an international/ multicultural environment;
- Strong experience in IT consulting;
- Strong experience in the domain of the study (e.g. quality, security, requirement analysis, technical domain).

12.1.1.22 Junior Technical Consultant – (JTC)

Qualified person which experience in consultancy domain(s) (e.g. consultancy in governance and management, hardware, telecommunication, software, information systems, security, policies implementation)

Nature of the tasks:

- Provision of advice and assistance in any area associated with the procurement, provision, delivery, maintenance, deployment, hosting, effective use of information systems and their environments;
- Assistance in the implementation of project management methodology;

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- Functional requirements and business case analysis.

This profile must demonstrate very good skills in:

- Proven knowledge in IT consulting matters;
- Capacity in preparing and writing studies;
- Good knowledge of security implementation;
- Ability to participate in multi-lingual meetings, good communicator;
- Capability of working in an international/ multicultural environment.

12.1.1.23 Technical Support Engineer – (TSE)

This profile combines several roles. The tasks can be executed by one or more persons. The role requires good knowledge of the WAN technologies, security, telecommunication, participation and assistance in testing activities (and handling incidents) and problems related to the installation of infrastructure and tools in the testing and/or production environment

Nature of the tasks:

- Monitor and report on the health of the systems;
- Help users solve technical issues;
- Answer questions from users about technical features related to the applications.

This profile must demonstrate very good skills in:

- Proven knowledge in IT matters;
- Good capacity in preparing and reporting on statistics, monitoring, alerts and incident;
- Ability to participate in multi-lingual meetings, good communicator;
- Capability of working in an international/ multicultural environment.

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12.1.1.24 Application Tester (TE)

This profile actively uses the software that he is testing, using every function and tool, searching for results regarding performance, reliability, bugs and any other failures. Detailed metrics are recorded and monitored to track the progress and outcomes of the testing process. Testing status is communicated in writing.

Nature of the tasks:

- Definition of test plans
- Definition of test cases
- Construction of test scenarios and scripts
- Tests coordination and execution
- Reporting of test results

This profile must demonstrate very good skills in:

- Knowledge of testing technologies and tools
- Capability of integration in an international/multicultural environment, rapid self-starting capability and experience in team working
- Good communication skills
- Aptitudes in reporting
- Ability to cope with fast-changing technologies used in application developments

12.1.1.25 Senior Application server Consultant – (SAC)

High-level qualified person with practical experience in Application servers.

Nature of the tasks:

- Participation in product evaluations (collaboration with DG TAXUD);
- Problem solving in the context of the Application server;
- Optimisation of application server run-time environments;
- Optimisation of application deployment methods/practices;
- Application server performance monitoring/optimisations;
- Change impact assessment;

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- Perform activities related to analysis, design writing and publication of detailed technical documentation;

The desired profile should also demonstrate:

- Strong capacity in writing and presenting studies;
- Capable to produce concise technical documentation;
- Ability to participate in multi-lingual meetings;
- Excellent communicator;
- Ability to cope with the fast changing technologies;
- Experience in team working;

12.1.1.26 Senior ESB administration – (SESB)

High-level qualified person with an extensive working knowledge of at least one market leading ESB.

Nature of the tasks:

- Participation in product evaluations (collaboration with DG TAXUD);
- Deployment, configuration, optimisations, operation of ESB infrastructure and components and related monitoring and reporting;
- Problem solving in the context of the ESB;
- Change impact assessment;
- Perform activities related to analysis, design writing and publication of detailed technical documentation;

The desired profile should also demonstrate:

- 5 years experience in Enterprise and Application architecture designing and building complex software systems;
- 5 years experience in a Technical Leadership;
- Working knowledge of Java development techniques and technologies;
- Outstanding reasoning, analytical, design, and troubleshooting skills;
- Expert knowledge of Object-oriented analysis and design, SOA, JMS, and XML Excellent problem solving ability;

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- Expert knowledge of SOA/ESB platforms and technologies;
- Strong capacity in writing and presenting studies;
- Capable to produce concise technical documentation;
- Ability to participate in multi-lingual meetings;
- Excellent communicator;
- Ability to cope with the fast-changing technologies;
- Experience in team working;

12.2 Languages and translation

All deliverables must be delivered in UK English unless otherwise specified. Staff proposed must be capable of communicating, orally and in writing, in this language.

During meetings (bilateral, workshops, steering Committee, etc.), either French or English will be spoken.

At request of DG TAXUD, the contractor may have to translate certain deliverables (in particular the ones destined to the Member States, e.g. some key project deliverables, communication leaflets, newsletters, etc.). Translations might also relate to (web) interfaces of tools (e.g. portal).

12.3 Office infrastructure


The **ITSM2 Lot1** contractor must provide the necessary office infrastructure in its premises for the successful execution of the tasks. It is the **ITSM2 Lot1** contractor's responsibility to define and size this infrastructure.

The tenderer is requested to take into account the office (automation) infrastructure outlined below, but to keep the considered "state-of-the art" infrastructure from security and operational excellence point of view for all ITSM teams during the Framework Contract at all sites where the **ITSM2 Lot1** contractor is based:

- Secured room(s) for hosting the staff;
- Secured meeting room(s) that are dedicated to **ITSM2 Lot1** activities (capacity up to 15 people) with phone/internet access available to DG TAXUD and/or other contractors;
- An adequate office environment, including phone, fax, scanner, CD-ROM/DVD production, laser colour printing, secure document shredder and colour photocopying facilities;

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- An adequate phone/virtual conferencing facility accessible from the internet;
- One industry standard PC (personal computer) per staff member with office automation tools which must be inter-operable with those currently used in the at DG TAXUD;
- Suitable printing, file and Web server facilities;
- Individual and functional e-mail addresses and web accesses for each person.

 The **ITSM2 Lot1** contractor has to ensure that the security right management is handled so that only authorised users can access the secure zone hosting the above-mentioned facilities and people.

12.4 Operational infrastructure

The **ITSM2 Lot1** contractor must host, install, configure, operate, monitor and administer the necessary infrastructure (and its maintenance) in his premises for the successful execution of all the tasks.

12.5 Missions

Team members involved in the project may be required to undertake missions in the Member States and in the Candidate Countries/Third Countries to assist Commission officials in their tasks, or to attend meetings and workshops abroad.

The **ITSM2 Lot1** contractor's travel and subsistence expenses for the missions at the Commissions's premises (Brussels and Luxembourg)) and/or at any other contractor's premises within a distance of ≤ 50 Km of the Commission's premises) are to be included in the Fixed Price elements, including the travel and subsistence of these missions.

Travel and subsistence expenses for **all other missions** will be reimbursed and calculated according to the rules specified in the Framework Contract. The Commission will quote the costs of such missions in a separate fixed budgetary provision.

12.6 Training, workshop and demonstration

The **ITSM2 Lot1** contractor's travel and subsistence expenses for the training session at the Commissions's premises (Brussels and Luxembourg)) and/or at any other contractor's premises within a distance of ≤ 50 Km of the Commission's premises) are to be included in the Fixed Price elements, including the travel and subsistence of these missions.

Travel and subsistence expenditure for all other sessions will be reimbursed and calculated according to the rules specified in the Framework Contract. The Commission will quote the costs of such sessions in a separate fixed budgetary provision.

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12.7 Place of work

The work will be performed primarily at the **ITSM2 Lot1** contractor's premises. Meetings with national administrations are generally held at the Commission's premises.

During the contract and on request from the Commission, mission or consultancy services could be organised inside or outside the Commission's premises e.g. in DG TAXUD, National Administrations, other contractors premises, other supplier premises, etc.

DG TAXUD may request that (part of) the services (typically the services expressed in man-days in the price model) are performed within the Commission's premises (intramuros).

The overall ratio intramuros vs. extramuros is evaluated at 15%-85% respectively.

All meetings at the Commission's premises (Brussels and Luxembourg) and/or at any other contractor's premises within a distance of ≤ 50 Km of the Commission's premises) are to be included in the fixed price elements, including the travel and subsistence of these meetings. Therefore, no additional travel and subsistence expenses will be reimbursed **between** Commission's premises (Brussels and Luxembourg).

Travel and subsistence expenses for **all other missions** shall be reimbursed according to the rules specified in the Framework Contract.

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13 ANNEX IV – Service Level Agreement (SLA)

13.1 Purpose

This SLA commits the **ITSM2 Lot1** contractor to fulfilling the services delivered to DG TAXUD.

The objective is to provide a framework for the delivery of high quality services that meet the needs of DG TAXUD and the customers/users of DG TAXUD (e.g. the National Administrations).

13.2 Intended readership

The target audience for this document includes the parties to this SLA and their representative bodies, and other interested parties, e.g.:

- European Commission and their representative DG TAXUD;
- The **ITSM2 Lot1** contractor and their representatives;
- The **ITSM2 Lot1** contractor, fulfilling the Quality Check responsibilities (for the parts that do not contain information related to contractual aspects).

13.3 Agreement period

This SLA will start at the signature of the first Specific Contract (SC). This SLA remains valid as long as the Framework Contract (FC) is in force or until it is superseded by a revised SLA.

In each SC, a set of indicators will be selected by DG TAXUD and weight will be defined for each of those that will allow calculating the quality of the services delivered for that SC and eventual liquidated damages if service level is not achieved. All indicators should be monitored and reported upon in the Monthly Progress Report (MPR).

13.4 Service description

The SLA covers the continuous and on-demand services described in the **Technical Annex of the Specific Contract signed under the Framework Contract**. The service provider commits himself to deliver those services according to the present Framework Contract and Specific Contract.

The Service Provider shall not be liable for any delay in fulfilling or for the failure to fulfil the obligations resulting from this SLA, if this delay or failure is caused by circumstances, which

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could not have been reasonably foreseen by the parties (see definition of “boundary conditions”). If the Service Provider is not able to fulfil its obligations or is not able to fulfil them in time, he shall immediately inform the Service Requester in writing of the situation and of its expected duration.

13.5 Approval of the SLA

The prerequisite for the acceptance of the SLA is the signature of the Framework Contract. Its entry into force will be associated with the signature of the related Specific Contract.

13.6 Changes to the SLA

There will be no changes to this SLA during the lifetime of the Specific Contract except via an amendment to the Framework Contract and/or Specific Contract.

13.7 Calculation of Specific Quality Indicators

13.7.1 CALCULATION OF THE SQI

SQIs are calculated in general using the following steps in sequence. Note that the indicator related to availability defined later in this document does not follow this general approach.

Collect Measurement of QoS (M)

The Measurement M (or set of measurements) of QoS has to be collected and possibly combined according to the definition of the Measurement of the QoS.

If the minimum number of measurements required over the Application period to make the SQI computable is not attained, then the Measurement (hence SQI) has no applicable value for that application period.

Normalise the Measurement (M_{norm})

For a given Measurement M, the related normalised Measurement M_{Norm} is obtained by applying the following formula:

$$M_{\text{Norm}} = \frac{M - \text{Target}}{\text{Target} - \text{Limit}}$$

Where the M, Target and Limit are values expressed in the same unit and are part of the SQI definition.

SQI_{prof} as a result of the Profiling function

Once the Measurement has been normalised to M_{Norm}, it is **profiled** (using the *f* function) to a SQI_{prof}, which has the following effects:

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- 1 It limits the SQI_{prof} upwards, versus irrelevant over-performance of QoS above target;
- 2 It defines linear proportionality between the SQI_{prof} and the under-performance of QoS below Limit;
- 3 It sets a grace period (interval defined by the Target and the Limit) which is setting the SQI_{prof} to a neutral level, immunising the SQI from any positive or negative factor.

The profiling function (f) is applied on all occurrences of the normalised Measurements. Those calculations are provided in detail in the SQI report attached to the Monthly Project Report (MPR).

The profiling function f is defined as follows:

- | | |
|--|---|
| If $M_{Norm} > 0 \Rightarrow SQI_{prof} = f(M_{Norm}) = 1$ | i.e. the QoS leads to a Measurement above <i>Target</i> |
| If $-1 < M_{Norm} \leq 0 \Rightarrow SQI_{prof} = f(M_{Norm}) = 0$ | i.e. the QoS leads to a Measurement between <i>Target</i> and <i>Limit</i> – <u>neutral grace window</u> |
| If $M_{Norm} = -1 \Rightarrow SQI_{prof} = f(M_{Norm}) = -1$ | i.e. the QoS leads to a Measurement on <i>Limit</i> |
| If $M_{norm} < -1 \Rightarrow SQI_{prof} = f(M_{norm}) = M_{norm}$ | i.e. the QoS leads to a Measurement below the <i>Limit</i> |

This profiling function is plotted in the figure below:

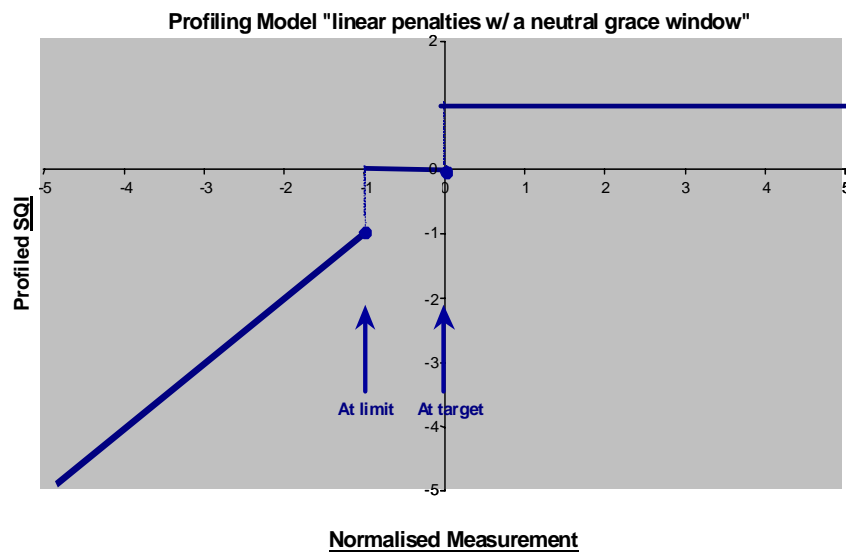


Figure 2: SQI Profiling function representation

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Averaged profiled SQI

When a single SQI_{prof} is used to measure the QoS of multiple occurrences of services/delivery of the same nature, it is called an "averaged SQI", which is made of the average of all multiple- SQI_i according to the following formula:

$$SQI_{prof} = \frac{\sum_i^n SQI_{prof_i}}{n} = \frac{\sum_i^n f(M_{norm_i})}{n}$$

Where n is the number of occurrences of the given SQI_{prof} during the application period.

13.7.2 THE GENERAL QUALITY INDICATOR

The GQI is the weighted average of the SQIs specified in the Specific Contract /RFA as a subset of all the SQIs defined in SC / RFA. It allows a global assessment of the QoS for all services and deliverables.

13.7.3 DETERMINATION OF WEIGHTS

The choice of the SQI contributing in the GQI calculation and their respective weights will be defined in the SC / RFA. DG TAXUD reserves its rights to change the SQI combination and weights in the GQI for each contract, as an instrument to force the non-regression and continuous improvement of the quality of service.

13.8 Service delivery performance and reporting

The Service Level Management is the process of defining, agreeing, documenting and managing the levels of IT Services to meet the required quality. The **ITSM2 Lot1** contractor manages this SLA and provides DG TAXUD with the following commitments on quality of service and user satisfaction in order to increase confidence that DG TAXUD services quality level will be met.

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13.8.1 SERVICE LEVEL REPORTING

13.8.1.1 Monitor and report services delivered by the contractor to DG TAXUD in compliance with this SLA

The ITSM2 Lot1 contractor commits to monitor all necessary services in order to be able to calculate the SQIs as defined in this SLA.

The detailed method for monitoring, logging and delivering the necessary data will be mainly described by the ITSM2 Lot1 contractor in the FQP.

13.8.1.2 Monthly progress and service reporting

The MPR will contain the full calculations for all SQIs described in this SLA, including the normalisation, profiling, and calculation of the provisional value of the GQI. The MSR will contain the actual values used to calculate the SQIs and the KPIs (cf. Section 8.1).

13.8.1.3 Monitor and report on evolutive maintenance of the SLA

The ITSM2 Lot1 contractor will maintain the SLA and monitor and report on it as described above.

The ITSM2 Lot1 contractor will monitor and propose updates to this SLA when needed. All evolutions of this SLA must be part of an amendment to the Specific Contract and/or Framework Contract, and must follow all rules set by the Commission in this case.

13.8.2 REPORTING OF EXCEPTIONS AND DEVIATIONS FROM SERVICE LEVELS

In case of exceptions or deviations from the expected service levels, the ITSM2 Lot1 contractor will escalate the issue to the Commission immediately. The ITSM2 Lot1 contractor will also propose solutions for the incident(s) in question, and propose solutions to avoid such incidents in the future. All procedures related to this must be described in the FQP.

In case of major issue or dispute between the customer and the ITSM2 Lot1 contractor, a full escalation procedure should be described in the FQP. The escalation path should include at least the service level manager, program manager and DG TAXUD R5 Head of Unit.

13.9 DG TAXUD responsibilities

DG TAXUD will ensure that the ITSM2 Lot1 contractor has timely access to appropriate DG TAXUD personnel and will arrange for ITSM2 Lot1 contractor personnel to have suitable and safe access to the relevant DG TAXUD facilities and systems (e.g. CIRCA, meeting facilities when required).

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13.10 Service level quality indicators

All "SQI Target", "SQI Limit" and "SQI Minimum number of Measurements" are monthly values unless explicitly specified otherwise.

13.10.1 SQI-001 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIs) IN THE PROD ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

SQI Attribute	SQI Attribute description
SQI Name	SQI-001
SQI Description	IT services availability for the CCN gateways, CCN MAIL servers and Application CIs identified as: Environment: "PROD" QOS: "Normal" Service Window: "5d-13h"
Unit of Measurement of the SQI	%
SQI Target	99.98%
SQI Limit	99.3%
SQI Calculation	<p>Step 1: The availability raw data is measured on a daily basis for each CI, within this environment and that is identified with this QOS and this Service Window.</p> <p>Step 2: The five worst raw data of each day are averaged in order to identify the daily average availability.</p> <p>Step 3: The lowest daily value calculated in step 2 is used to profile the SQI.</p> <p><i>Note: If in step 2 there are less than 5 CIs to average, a value of 100% will be used to complement each missing CI.</i></p> <p><u>Step 1: Raw data per indented CI:</u></p> <p>CAVA is the daily percentage of availability for each individual managed CI used in the calculation of this SQI</p> $CAVA = ((NMINUTES - DUNV) / NMINUTES) * 100$ <p>DUNV is the sum of the number of minutes of ITSM2 Lot1 un-</p>

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SQI Attribute	SQI Attribute description
	<p>justified unavailability of each managed CI during the service window.</p> <p>NMINUTES=780 (the number of minutes during each "5d-13h" Service Window)</p> <p>This will result (CAVA) in a in a matrix composed of:</p> <ul style="list-style-type: none"> • Each day of the reporting period (Month) • Each CIs <p><u>Step 2: Calculate the average of the 5 lowest CAVA for each day of the reporting period</u></p> <p>Using the matrix produced in step 1, the five lowest CAVA of each day are averaged in order to identify the daily lowest availability.</p> <p><u>Step 3: Calculate the average the results of Step 2</u></p> <p>SQI = AVERAGE(daily values calculated in step 2)</p>
Applicable services/deliverables	<p>Please refer to the SQI Description above.</p> <p>The lifecycle of the managed CIs follows the lifecycle of the applications.</p>
Minimum number of Measurements	1



Calculation of the availability shall not include planned, agreed, unavailability resulting from a scheduled maintenance or in the occurrence of a force majeure. The classification of an event as force majeure needs to be requested by the **ITSM2 Lot1** contractor to DG TAXUD.

It is the responsibility of the **ITSM2 Lot1** contractor to plan any scheduled unavailability in such way that it affects customers as little as possible (outside of service window for the CIs tagged as 5d-13h and 7d-13h service window, and on Sundays for CIs tagged as 7d-24h service window). Agreed, planned unavailability shall only be granted in cases that continuity may not be achieved due to human or technical constraints that may not be overcome, or due to requests of National Administrations.

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13.10.2 SQI-002 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-002
- SQI Description value: Environment by "CONF/BACKUP"

13.10.3 SQI-003 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-003
- SQI Description value: QOS by "Extended"
- Target value by: 99.98%
- Limit value by: 99.4%

13.10.4 SQI-004 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "5D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-004
- SQI Description value: Environment by "CONF/BACKUP"
- SQI Description value: QOS by "Extended"
- Target value by: 99.98%
- Limit value by: 99.4%

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13.10.5 SQI-005 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-005
- SQI Description value: Service Window by "7d-13h"

13.10.6 SQI-006 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-006
- SQI Description value: Environment by "CONF/BACKUP"
- SQI Description value: Service Window by "7d-13h"

13.10.7 SQI-007 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-007
- SQI Description value: Service Window by "7d-13h"
- SQI Description value: QOS by "Extended"
- Target value by: 99.98%
- Limit value by: 99.4%

13.10.8 SQI-008 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-13H" SERVICE WINDOW AND THE "EXTENDED" QOS

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Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-008
- SQI Description value: Environment by "CONF/BACKUP"
- SQI Description value: Service Window by "7d-13h"
- SQI Description value: QOS by "Extended"
- Target value by: 99.98%
- Limit value by: 99.4%

13.10.9 SQI-009 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIs) IN THE PROD ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-009
- SQI Description value: Service Window by "7d-24h"
- Calculation formula value: NMINUTES by "NMINUTES=1440 (the number of minutes during each "7d-24h" Service Window)"
- Target value by: 99.98%
- Limit value by: 99.3%

13.10.10 SQI-010 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIs) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "NORMAL" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-010
- SQI Description value: Environment by "CONF/BACKUP"
- SQI Description value: Service Window by "7d-24h "
- Target value by: 99.98%
- Limit value by: 99.3%
- Calculation formula value: NMINUTES by "NMINUTES=1440 (the number of minutes during each "7d-24h" Service Window)"

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13.10.11 SQI-011 - MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE PROD ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-011
- SQI Description value: Service Window by "7d-24h"
- SQI Description value: QOS by "Extended"
- Calculation formula value: NMINUTES by "NMINUTES=1440 (the number of minutes during each "7d-24h" Service Window)"
- Target value by: 99.98%
- Limit value by: 99.4%

13.10.12 SQI-012- MEASURE THE AVAILABILITY OF ALL THE CCN GATEWAYS, CCN MAIL SERVERS AND APPLICATIONS (CIS) IN THE CONF/BACKUP ENVIRONMENT FOR ALL THE "7D-24H" SERVICE WINDOW AND THE "EXTENDED" QOS

Please refer to Section [13.10.1](#) – "SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS" replacing:

- SQI ID value by: SQI-012
- SQI Description value: Environment by "CONF/BACKUP"
- SQI Description value: Service Window by "7d-24h"
- SQI Description value: QOS by "Extended"
- Calculation formula value: NMINUTES by "NMINUTES=1440 (the number of minutes during each "7d-24h" Service Window)"
- Target value by: 99.98%
- Limit value by: 99.4%

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13.10.13 SQI-013 - MEASURE THE RESPECT OF THE DEADLINE FOR SENDING FOR REVIEW/ACCEPTANCE (SfR/SfA) A DELIVERABLE WHOSE DELAY WOULD HAVE A Low IMPACT

SQI Attribute	SQI Attribute description
SQI Name	SQI-013
SQI Description	Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a <u>Low</u> Impact
Unit of Measurement of the SQI	%
SQI Target	0 delay
SQI Limit	15 working days delay
SQI Calculation	<p>The actual delivery date is the date the deliverable is uploaded on CIRCA.</p> <p>If the deliverable must be uploaded several times on CIRCA for Review:</p> <ul style="list-style-type: none"> The actual delivery date is the date of the last upload for Review; <p>If the deliverable must be uploaded several times on CIRCA for acceptance:</p> <ul style="list-style-type: none"> The actual delivery date is the date of the last upload for acceptance; For each re-SfA, the number of days to be considered in the calculation of this SQI will be the number of days between the moment the ITSM2 Lot1 contractor received the IVE_NOK (or the request for re-SfA from DG TAXUD) and the moment the new version of the document has been uploaded on CIRCA. <p>The planned delivery date is defined in the last approved version of the DTM for all deliverables.</p> <p>The SQI will be calculated for every reporting period.</p> <p>The SQI for the reporting period will be normalised, then profiled.</p> <p>The SQI value for the final GQI will be an average of all profiled SQIs during the SC.</p> <p>$SQI = AVERAGE(A_D - P_D)$</p>

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SQI Attribute	SQI Attribute description
	<p>where:</p> <p>A_D is the actual delivery date of each deliverable, which has been tagged as having a delay impact defined in the SQI Description above, which was actually delivered for Review/Final acceptance during the reporting period.</p> <p>and</p> <p>P_D is the planned delivery date of the deliverable</p> <p><i>Note: if $A_D < P_D$ then the delay is to be considered as zero.</i></p>
Applicable services/deliverables	<p>Please refer. Section 15 – "ANNEX VI – Deliverables and services" for the classification of delay impacts considered in the calculation of this SQI.</p> <p>In the absence of classification, a deliverable is considered to have a delay impact of <u>Medium</u>.</p>
Minimum number of Measurements	1 deliverable

13.10.14 SQI-014 - MEASURE THE RESPECT OF THE DEADLINE FOR SENDING FOR REVIEW/ACCEPTANCE (SfR/SfA) A DELIVERABLE WHOSE DELAY WOULD HAVE A MEDIUM IMPACT

Please refer to Section [13.10.13](#) – "SQI-013 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Low Impact" replacing:

- SQI ID value by: SQI-014
- SQI Description value: Impact by: Medium
- SQI Limit value by: 10 working days

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13.10.15 SQI-015 - MEASURE THE RESPECT OF THE DEADLINE FOR SENDING FOR REVIEW/ACCEPTANCE (SfR/SfA) A DELIVERABLE WHOSE DELAY WOULD HAVE A HIGH IMPACT

Please refer to Section [13.10.13](#) – "SQI-013 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Low Impact" replacing:

- SQI ID value by: SQI-015
- SQI Description value: Impact by: High
- SQI Limit value by: 5 working days

13.10.16 SQI-016 - MEASURE THE RESPECT OF THE DEADLINE FOR SENDING FOR REVIEW/ACCEPTANCE (SfR/SfA) A DELIVERABLE WHOSE DELAY WOULD HAVE A MAJOR IMPACT

Please refer to Section [13.10.13](#) – "SQI-013 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Low Impact" replacing:

- SQI ID value by: SQI-016
- SQI Description value: Impact by: Major
- SQI Limit value by: 1 working days

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13.10.17 SQI-017 - MEASURE THAT ACTIONS AGREED WITH DG TAXUD HAVE BEEN IMPLEMENTED WITHIN THE GIVEN TIMEFRAME.

SQI Attribute	SQI Attribute description
SQI Name	SQI-017
SQI Description	<p>Measure that actions agreed with DG TAXUD have been implemented within the given timeframe.</p> <p>This is limited to actions tagged as: "SQI-017" actions</p>
Unit of Measurement of the SQI	working days
SQI Target	0 delay
SQI Limit	3 working days
SQI Calculation	<p>$= A_{EA} - P_{EA}$</p> <p>where:</p> <p>A_{EA} is the actual date for the action's end</p> <p>and</p> <p>P_{EA} is the planned date for the action's end</p> <p>The actual date for the action's end is the date when the ITSM2 Lot1 contractor finishes the implementation of the action (i.e. closes it). The decision to close an action is taken during the meeting that follows the one during which the action was raised, or by an e-mail confirmation from DG TAXUD to an e-mail sent by the ITSM2 Lot1 contractor requesting the closure. When closing an action, an e-mail will be sent to the action requestor. If the action requestor refuses the closure of the action, the action is re-opened, but the time between the sending of the action closure request and the reply of the action requester is not taken into account in the calculation of this SQI.</p> <p>The planned date for the action's end (due time) has to be agreed during the meeting, when the action is raised.</p> <p>This date may be readjusted within the next 2 working days by mutual agreement.</p> <p>The SQI will be calculated for each action closed in the "Master action list" during the reporting period, and the value will be normalised, then profiled.</p>

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SQI Attribute	SQI Attribute description
	<p>The SQI reported in the MPR will then be the average of the several profiled SQIs for the actions closed in the "Master action list" during the reporting period.</p> <p>The SQI value for the final GQI will be an average of all profiled SQIs during the SC.</p>
Applicable services/deliverables	<p>The actions covered are requested by DG TAXUD, and identified as actions flagged under this SQI.</p> <p>The ITSM2 Lot1 contractor will <u>maintain, online, a “Master action list”</u>, which will consolidate all the actions that were agreed. All differences with the previous version will be clearly tagged.</p>
Minimum number of Measurements	5 actions

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13.10.18 SQI-018 - MEASURE THE INCIDENT RESOLUTION TIME

SQI Attribute	SQI Attribute description
SQI Name	SQI-018
SQI Description	Measure the incident resolution time
Unit of Measurement of the SQI	%
SQI Target	98%
SQI Limit	95%
SQI Calculation	$SQI = C_{IT}/C_{ALL}$ <p>C_{ALL} is the total number of incidents closed in the SMT during the reporting period</p> <p>and</p> <p>C_{IT} is the total number of incidents closed in the SMT during the reporting period and, where the resolution time is lower than or equal to the maximum resolution time. Please refer [R1] – "Priority/Resolution times calculation table" for the maximum resolution times.</p>
Applicable services/deliverables	All
Minimum number of Measurements	100

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13.10.19 SQI-019 - MEASURE THE PROBLEM RESOLUTION TIME

SQI Attribute	SQI Attribute description
SQI Name	SQI-019
SQI Description	Measure the Problem resolution time
Unit of Measurement of the SQI	%
SQI Target	98%
SQI Limit	95%
SQI Calculation	$SQI = C_{IT}/C_{ALL}$ <p>C_{ALL} is the total number of problems closed in the SMT during the reporting period</p> <p>and</p> <p>C_{IT} is the total number of problems closed in the SMT during the reporting period and, where the resolution time is lower than or equal to the maximum resolution time Please refer [R1] for the maximum resolutions times.</p>
Applicable services/deliverables	All
Minimum number of Measurements	50

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13.10.20 SQI-020- MEASURE THE TRAINING/WORKSHOP APPRAISAL

SQI Attribute	SQI Attribute description
SQI Name	SQI-020
SQI Description	Measure the Training/workshop appraisal
Unit of Measurement of the SQI	%
SQI Target	100%
SQI Limit	79%
SQI Calculation	Per event the percentage is formed of the number of participants whose Average (Tx, Ty, Tz...) Where Tx refers to a given training session $Tx = ((\text{Number of trainees with an overall course assessment} \geq 8) / \text{total number of trainees}) * 100$
Applicable services/deliverables	All trainings provided by the contractors, except if explicitly excluded by DG TAXUD.
Minimum number of Measurements	2 events.

13.10.21 SQI-021 - MEASURE IF THE ISSUER OF A SERVICE CALL HAS RECEIVED AN ACKNOWLEDGEMENT WITHIN THE GIVEN TIMEFRAME

SQI Attribute	SQI Attribute description
SQI Name	SQI-021
SQI Description	The Service Desk will send an acknowledgment e-mail for each Service Call, containing the unique identification number referring to that Service Call. This SQI measures the number of Service Calls for whom the acknowledgement delay was greater than 30 minutes.
Unit of Measurement of the SQI	%
SQI Target	0%

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SQI Attribute	SQI Attribute description
SQI Limit	5%
SQI Calculation	(Sum of delays / sum of maximum elapsed time for all tickets ¹⁵) * 100
Applicable services/deliverables	Service Desk
Minimum number of Measurements	500 Service Calls

¹⁵ Tickets that are automatically generated are not to be considered in the calculation.

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13.10.22 SQI-022- MEASURE THE NUMBER OF COMPLAINTS RECEIVED

SQI Attribute	SQI Attribute description
SQI Name	SQI-022
SQI Description	Measure the number of complaints received and confirmed by DG TAXUD
Unit of Measurement of the SQI	Number of occurrence
SQI Target	0
SQI Limit	2
SQI Calculation	<p>The ITSM2 Lot1 contractor must record all user complaints in the Service desk database and mark them as such. When the Commission receives a complaint from the users, it will open a Service call, which will be marked as such.</p> <p>The ITSM2 Lot1 contractor provides a list of the complaints raised during the reporting period in the MPR. During the BMM, TAXUD assesses the different complaints, and accepts or rejects them. The accepted complaints are used for the calculation of this SQI. For the rejected complaints, the contractor provides to DG TAXUD a complete explanation (based on the minutes of the BMM), that can then be sent to the issuer of the complaint to explain why the complaint was rejected.</p>
Applicable services/deliverables	All
Minimum number of Measurements	1

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13.10.23 SQI-023 - MEASURE IF ITSM2 LOT1 CONTRACTOR DOES NOT EXPOSE ITS INTERNAL LEGAL ORGANISATION TO DG TAXUD AND THEIR USERS

SQI Attribute	SQI Attribute description
SQI Name	SQI-023
SQI Description	The number of times the internal organisation (e.g. members of a consortium or other) are exposed to DG TAXUD, it's third party contractors or users of the services.
Unit of Measurement of the SQI	Number of occurrences
SQI Target	0
SQI Limit	2
SQI Calculation	Count the number of occurrence of the breach of this SQI notified by DG TAXUD over the reporting period (Monthly).
Applicable services/deliverables	All
Minimum number of Measurements	0

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13.10.24 SQI-024 - MANAGEMENT TEAM EXPERIENCE SAFEGUARD

SQI Attribute	SQI Attribute description
SQI Name	SQI-24 - Direct Liquidated Damages
SQI Description	Measure if the initial value of the "Total number of months experience in managerial roles of the management team that will be assigned full time to the project" remains at an acceptable level defined by the SQI Limit below.
Unit of Measurement of the SQI	%
SQI Target	95%
SQI Limit	85%
SQI Calculation	Total months of professional experience in similar functions for the management team staff assigned full time to the project. / Total months of professional experience in similar functions for the management team staff proposed in the bid
Applicable services/deliverables	All
Minimum number of Measurements	1 ¹⁶

¹⁶ First calculation 8 weeks after the signature of the first Specific Contract.

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13.10.25 SQI-025 - FUNCTIONS FULFILLED BY DG TAXUD INSTEAD OF THE ITSM2 LOT1 CONTRACTOR– (DIRECT LIQUIDATED DAMAGES)

SQI Attribute	SQI Attribute description
SQI Name	SQI-025 - Direct Liquidated Damages
SQI Description	DG TAXUD should not have to fulfil functions that are to be provided by the ITSM2 Lot1 contractor. The objective of this SQI is to measure such situations
SQI Target	0 days
SQI Limit	5 days
SQI Calculation	Sum of the number of days that DG TAXUD officials or other staff performed work duties to cover the deficiency of the ITSM2 Lot1 contractor.
Direct Liquidated Damages	 Each day above the SQI limit (5 days), will induce a direct liquidated damage of 1.000 € per day with a maximum of 50.000 € per month.
Applicable services/deliverables	All
Minimum number of Measurements	1

TAXUD/R5 – INVITATION TO TENDER TAXUD/2010/AO-13	REF: ITSM2-Lot1-To be
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13.10.26 SQI-026 - MEASURE THE NUMBER OF OCCURRENCES WHEN THE SERVICE DESK IS UNREACHABLE.

SQI Attribute	SQI Attribute description
SQI Name	SQI-026
SQI Description	Measure the number of occurrences the Service Desk is unreachable.
SQI Target	0
SQI Limit	2
SQI Calculation	Number of occurrences the Service Desk is unreachable. Each occurrence may not last more that ½ hour or will be considered as a new occurrence.
Applicable services/deliverables	Service desk
Minimum number of Measurements	None

TAXUD/R5 – INVITATION TO TENDER TAXUD/2010/AO-13	REF: ITSM2-Lot1-To be
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13.10.27 SQI-027 - MEASURE THE RESPECT OF THE DELAY TO ESCALATE TO DG TAXUD FOR CRITICAL IMPACT (INCIDENTS, EVENTS, RISKS) OR PROLONGED DELAYS/UNAVAILABILITY

SQI Attribute	SQI Attribute description
SQI Name	SQI-027
SQI Description	Measure the respect of the delay to escalate to DG TAXUD for Critical impact (incidents, events, risks) or prolonged delays/unavailability
Unit of Measurement of the SQI	%
SQI Target	100%
SQI Limit	90%
SQI Calculation	<p>$T\ SQI = IEIT/ITOT \times 100$</p> <p>Where</p> <p>IEIT is the number of incidents (see below) where the escalation was made in less than 2 hours</p> <p>And</p> <p>ITOT is the total number of relevant incidents (see below) recorded during the reporting period.</p> <p>The relevant incidents are high Critical incidents and/or introducing risks/prolonged delays on the system security.</p>
Applicable services/deliverables	All
Minimum number of Measurements	10

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13.10.28 SQI-028 - MEASURE THE QUALITY OF A DELIVERABLE SENT FOR ACCEPTANCE – THIS WILL BE THE NUMBER OF DOCUMENTS REJECTED AT SFA AND HAVING TO BE RESUBMITTED FOR ACCEPTANCE

SQI Attribute	SQI Attribute description
SQI Name	SQI-028
SQI Description	Measure the quality of a deliverable sent for acceptance – This will be the number of documents rejected at SfA and having to be resubmitted for acceptance
Unit of Measurement of the SQI	Number of occurrences
SQI Target	0
SQI Limit	2
SQI Calculation	Sum of the of re-SfA ¹⁷ triggered during the reporting period
Applicable services/deliverables	All
Minimum number of Measurements	10 documents delivered for SfA

¹⁷ Because the agreed implementations of comments was not performed correctly.

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13.10.29 SQI-029 - MEASURE THE NUMBER OF SERVICE CALLS OPENED FOR EVENTS THAT SHOULD NOT YIELD A SERVICE CALL

SQI Attribute	SQI Attribute description
SQI Name	SQI-029
SQI Description	Measure the number of Service Calls opened for events that should not yield a Service Call
Unit of Measurement of the SQI	%
SQI Target	0%
SQI Limit	3%
SQI Calculation	"Number of unduly counted Service Calls opened during the reporting period" / "Total number of Service Calls opened during the reporting period"
Applicable services/deliverables	Service Desk
Minimum number of Measurements	100



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13.10.30 SQI-030 - MEASURE THE SATISFACTION OF USERS WITH THE SERVICES PROVIDED BY ITSM2 LOT1

SQI Attribute	SQI Attribute description
SQI Name	SQI-030
SQI Description	Measure the satisfaction of users with the services provided by ITSM2 Lot1
Unit of Measurement of the SQI	<p>Notation:</p> <ul style="list-style-type: none"> - Very satisfied (Value=5) - Somewhat satisfied (Value=4) - Neither satisfied nor dissatisfied (Value=3) - Somewhat dissatisfied (Value=2) - Very dissatisfied (Value=0)
SQI Target	Very satisfied
SQI Limit	Somewhat satisfied
SQI Calculation	The satisfaction will be measured when requested by DG TAXUD, but at least once a year. It will be measured by a survey based on an agreed set of questions and sent to a user population defined by DG TAXUD (By default all registered users). Each answer will be collected and assigned its associated value. One occurrence of the two extreme values of the answer set will be removed and the remaining values averaged.
Applicable services/deliverables	ALL
Minimum number of Measurements	5 answers

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13.10.31 SQI-031 - MEASURE THAT THE TEAM IN CHARGE OF THE ITSM2 LOT1 CONTRACTOR IS STAFFED WITH THE KEY PERSONNEL AS PROPOSED IN THE ITSM2 LOT1 TENDER AND THAT THEY ARE ALLOCATED AND REMAIN STAFFED TO THE ACTIVITY AS OF THE SIGNATURE OF THE FIRST SPECIFIC CONTRACT – (DIRECT LIQUIDATED DAMAGES)

SQI Attribute	SQI Attribute description
SQI Name	SQI-031 - Direct Liquidated Damages
SQI Description	Measure that the team in charge of the ITSM2 Lot1 contractor is staffed with the key personnel as proposed in the ITSM2 Lot1 tender and that they are allocated and remain staffed to the activity as of the signature of the first Specific Contract
Unit of Measurement of the SQI	This SQI will measure the occurrence of one of the following events: <ol style="list-style-type: none"> The 20 key functions¹⁸ of the Take-over team are not staffed by full time staff 1 month after the start of the first Specific Contract; The 20 key functions have a turnover of more that 20% (4 people) over a 12 months sliding window.
Direct Liquidated Damages	<p> For situation (1) above (except for "force majeure"), the liquidated damage y will represent 20% of the total take-over costs per month where the situation occurs.</p> <p> For situation (2) above (except for "force majeure"), the liquidated damage will represent 20% of the total costs of the FP services (Continuous Services) for each month where the situation occurs.</p>
SQI Target	0 occurrences
SQI Limit	0 occurrences
SQI Calculation	The full staff sheet will be provided as an annex to the MPR; any movements to key personal will be clearly indicated.
Applicable services/deliverables	ALL
Minimum number of Measurements	NA

¹⁸ Based on the organisation proposed in the **ITSM2 Lot1** contractor in his bid.

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13.10.32 SQI-032 - MEASURE THE DELAY IN COMPLETING THE TAKE-OVER WITHIN THE FORESEEN TAKE-OVER PERIOD OF MAXIMUM 6 MONTHS – (DIRECT LIQUIDATED DAMAGES)

SQI Attribute	SQI Attribute description
SQI Name	SQI-032 - Direct Liquidated Damages
SQI Description	Measure the delay in completing the take-over within the foreseen Take-over period of maximum 6 months.
Unit of Measurement of the SQI	This SQI will measure the delay in completing the Take-over activities: Each day of delay within a single month will be considered as a full month delay (e.g. for January, 1 day delay or 31 days delay) will both be considered as a full month delay.
Direct Liquidated Damages	<p> For the Take-over of the ITSM activities, each month of delay will induce 100.000 € liquidated damage up to a maximum of 6 months (600.000 €) at which time the contract be also be terminated by DG TAXUD.</p> <p> For the Take-over of the CCN operations, each month of delay will induce 100.000 € liquidated damage up to a maximum of 6 months (600.000 €) at which time the Framework Contract may also be terminated by DG TAXUD.</p>
SQI Target	0 occurrences
SQI Limit	0 occurrences
SQI Calculation	The planning will be provided as an annex to the MPR; any risks will be clearly indicated.
Applicable services/deliverables	Take-over
Minimum number of Measurements	1 per month during the Take-over of ITSM 1 per month during the Take-over of CCN

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13.11 General Quality Indicators

The following General Quality Indicators (GQI) need to be considered:

- **GQI_Mgnt** measuring the General Quality of the continuous services related to basic management services;
- **GQI_RfAs** including the Hand Over and Take-over activities triggered by RfA during the Specific contract.

13.11.1 GQI FOR THE CONTINUOUS SERVICES RELATED TO BASIC MANAGEMENT SERVICES

The **GQI_Mgnt** is calculated as the sum of the specified **f(SQI)** (profiled SQI) taking their respective weight into account. It is calculated monthly. The final GQI is the **average** of the individual **f(SQI)** computed each month during the Specific contract.

The **GQI_Mgnt** indicator during a specific month is calculated as follow:

$$GQI_Mgnt = \frac{\sum_{k=1}^N (f_k (SQI) * weight_k)}{\sum_{k=1}^N (weight_k)}$$

Where: N is the number of Service Quality Indicators (SQI);
 $f_k (SQI)$ is the value of the profiled SQI number "k";
 $weight_k$ is the weight of the SQI number "k"

The table below summarise the related SQI and their respective weight used to compute the final GQI_Mgnt:

SQI Name	Weight
SQI-001 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Normal" QOS	4
SQI-002 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/Backup environment for all the "5d-13h" Service window and the "Normal" QOS	4
SQI-003 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "5d-13h" Service window and the "Extended" QOS	4
SQI-004 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/Backup environment for all the "5d-13h" Service window and the "Extended" QOS	4
SQI-005 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "7d-13h" Service window and the "Normal" QOS	4

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SQI Name	Weight
SQI-006 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/Backup environment for all the "7d-13h" Service window and the "Normal" QOS	4
SQI-007 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "7d-13h" Service window and the "Extended" QOS	4
SQI-008 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/Backup environment for all the "7d-13h" Service window and the "Extended" QOS	4
SQI-009 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "7d-24h" Service window and the "Normal" QOS	4
SQI-010 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/Backup environment for all the "7d-24h" Service window and the "Normal" QOS	4
SQI-011 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Prod environment for all the "7d-24h" Service window and the "Extended" QOS	4
SQI-012 - Measure the availability of all the CCN Gateways, CCN Mail servers and applications (CIs) in the Conf/backup environment for all the "7d-24h" Service window and the "Extended" QOS	4
SQI-013 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Low Impact	4
SQI-014 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Medium Impact	4
SQI-015 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a High Impact	4
SQI-016 - Measure the respect of the deadline for sending for Review/Acceptance (SfR/SfA) a deliverable whose delay would have a Major Impact	4
SQI-017 - Measure that actions agreed with DG TAXUD have been implemented within the given timeframe.	4
SQI-018 - Measure the Incident resolution time	3
SQI-019 - Measure the Problem Resolution Time	2
SQI-020 - Measure the Training/workshop appraisal	3
SQI-021 - Measure if the issuer of a Service Call has received an acknowledgement within the given timeframe	2
SQI-022 - Measure the number of complaints received	4
SQI-023 - Measure if ITSM2 Lot1 contractor does not expose its internal legal organisation to DG TAXUD and their users	3

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SQI Name	Weight
SQI-026 - Measure the number of occurrences when the Service Desk is unreachable.	3
SQI-027 - Measure the respect of the delay to escalate to DG TAXUD for Critical impact (incidents, events, risks) or prolonged delays/unavailability	4
SQI-028 - Measure the quality of a deliverable sent for acceptance – This will be the number of documents rejected at SfA and having to be resubmitted for acceptance	3
SQI-029 - Measure the number of Service Calls opened for events that should not yield a Service Call	1
SQI-030 - Measure the satisfaction of users with the services provided by ITSM2 Lot1	4

Table 7: SQIs and their respective weights for GQI_Mgnt

The table below summarises the SQIs linked to a Direct Liquidated Damage:

SQI Name	Note
SQI-024 - Management team experience safeguard	Direct Liquidated Damages
SQI-025 - Functions fulfilled by DG TAXUD instead of the ITSM2 Lot1 contractor– (Direct Liquidated Damages)	Direct Liquidated Damages
SQI-031 - Measure that the team in charge of the ITSM2 Lot1 contractor is staffed with the key personnel as proposed in the ITSM2 Lot1 tender and that they are allocated and remain staffed to the activity as of the signature of the first Specific Contract	Direct Liquidated Damages
SQI-032 - Measure the delay in completing the Take-over within the foreseen Take-over period of maximum 6 months – (Direct Liquidated Damages)	Direct Liquidated Damages

Table 8: SQIs linked to a Direct Liquidated Damage

13.11.2 GQI FOR THE ADDITIONAL ON-DEMAND SERVICES TRIGGERED BY RFA (GQI_RFAs)

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The **GQI_RfAs** is calculated as the sum of the specified **f(SQI)** (profiled SQI) taking their respective weight into account. It is calculated at the end of each activity, which has been triggered by RfA.

A SQI may be defined, mutatis mutandis, for an RfA, in which case the liquidated damages would be calculated at the end of the RfA on the total budget of the RfA and applied on the last payment related to the RfA, when applicable.

The Quality of Service of each RFA will be assessed by calculating a Global Quality Indicator (GQI). The following is an **example** of RfA to which 2 SQIs have been associated.

$$\text{GQI}^{\text{RFA}} = 0,20 * \text{f}(\text{SQI } x) + 0,80 * \text{f}(\text{SQI } y)$$

13.12 Liquidated Damages

Liquidated damages may be applied to the Service Provider in the framework of the current Service Level Agreement. The liquidated damages are related to deficient quality of the services provided. They are derived directly from the GQI calculation.

Liquidated damages are expressed as a reduction of the amount due by the service requester to the service provider.

13.12.1 DIRECT DIRECT LIQUIDATED DAMAGES

Direct liquidated damages, not linked to GQI may be applied and are defined for the following SQIs:

- [Section 13.10.24](#) - SQI-024 - Management team experience safeguard
- [Section 13.10.25](#) - SQI-025 - Functions fulfilled by DG TAXUD instead of the ITSM2 Lot1 contractor– (Direct Liquidated Damages)
- [Section 13.10.31](#) - SQI-031 - Measure that the team in charge of the ITSM2 Lot1 contractor is staffed with the key personnel as proposed in the ITSM2 Lot1 tender and that they are allocated and remain staffed to the activity as of the signature of the first Specific Contract – (Direct Liquidated Damages)
- [Section 13.10.32](#) - SQI-032 - Measure the delay in completing the Take-over within the foreseen Take-over period of maximum 6 months – (Direct Liquidated Damages)

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13.12.2 FROM GQI_MGNT TO LIQUIDATED DAMAGES CALCULATION

For the global GQI_Mgnt, the liquidated damages are applied at the end of the Specific Contract and applied on the last payment related to the Specific Contract, when applicable.

If $(GQI) < -1$	then liquidated damages = 20% of the Continuous Service amount due for the Specific Contract
If $-1 \leq (GQI) < 0$	then liquidated damages = $-(GQI) \cdot 20\%$ of the Continuous Services amount due for the Specific Contract
If $(GQI) \geq 0$	then liquidated damages = 0

13.12.3 FROM GQI_RfAs TO LIQUIDATED DAMAGES CALCULATION

For the GQI_RfAs, the liquidated damages are calculated at the end of each RFA as follows (except for T.O. and H.O. activities for which the liquidated damages are computed as described below):

If $(GQI_RfAs) < -1$	then liquidated damages = 20% of the amount due for the RFA
If $-1 \leq (GQI_RfAs) < 0$	then liquidated damages = $-(GQI_RfAs) \cdot 20\%$ of the amount due for the RFA
If $(GQI_RfAs) \geq 0$	then liquidated damages = 0

For the Take-over, the liquidated damages are calculated as follows and are based on the amount due for the Take-over services:

If $GQI_TO < -1$	For the Take-over of the ITSM activities, each month of delay will induce 100.000 € liquidated damage up to a maximum of 6 months (600.000 €) at which time the contract be also be terminated by DG TAXUD. For the Take-over of the CCN operations , each month of delay will induce 100.000 € liquidated damage up to a maximum of 6 months (600.000 €) at which time the Framework Contract may also be terminated by DG TAXUD.
If $-1 \leq GQI_TO < 0$	then liquidated damages = $-(GQI_TO) \cdot 100\%$

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If $GQI_TO \Rightarrow 0$ then liquidated damages = 0

For the Hand-over, the GQI is calculated as follows and are based on the amount due for the Hand-over services:

If $GQI_HO < -1$ then liquidated damages = 100% (relates to the amount for the services related to Hand Over activities)

If $-1 \leq GQI_HO < 0$ then liquidated damages = $(-GQI_HO) * 100\%$

If $GQI_HO \Rightarrow 0$ then liquidated damages = 0


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Application complexity is to be understood in the context of this call for tenders, as a classification of the effort necessary to perform the support and the deployment activities. It is not directly related to the code size, or to the number of function points within the application, but rather linked to its maturity, stability, architecture, technology used, and so on. Not only is the core application taken into account, but also the quality of the supporting procedures, the coverage, the automation of its related test plans and the associated tools.

The complexity is assessed by DG TAXUD (based on measurable and verifiable parameters) and communicated the **ITSM2 Lot1** contractor at least once a year.

The application complexity classification is split into **3** categories: **Low, Medium, and High**.

 The complexity classifications of some CIs may fall outside of these values and are "**Too low**" or "**Too high**". These CIs will be covered, respectively, by Continuous (Fixed price) services and On Demand activities.

Please refer to the CI inventory, [\[R13\]](#) for the full list of CIs, their QoS, Service Window and complexity classification.

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The deliverables and services are classified on the impact that the late SfA delivery has on the project and its participants and possible stakeholders. There are 4 categories that are applicable: Major, High, Medium, and Low.

The Commission may request other parties involved in the business threads (BT) (like the operations contractor, the QA2 contractor) to review deliverables submitted by the **ITSM2 Lot1** contractor. The comments from the Commission will include the comments of these 3rd parties. If comments are delivered in various batches, the date of the last batch of comments is considered as the start of the T2 period.

Furthermore, DG TAXUD reserves the right to mutually agree (and record in the DTM) with the **ITSM2 Lot1** contractor a review cycle different from the one originally agreed upon in the Specific Contract.

The delivery to DG TAXUD is measured by a SQI. The late delivery impact is classified, by DG TAXUD, as one of the following values:

- **Major;**
- **High;**
- **Medium;**
- **Low.**

The default classification is "**Medium**":

The following sections provide a list of the deliverables to be provided for each Service Block. The deliverables are qualified by their planning, acceptance mechanism and the impact of their late delivery (SQI).

15.1 Planning Mechanism

The planning information will relate:

- **For a service:** to start, end or change of the service, as a service is considered as continuous by nature;
- **For a deliverable:** to its submission for review and/or for acceptance.

The planning of the services and activities will be agreed in the Specific Contract, in compliance with this document, using the following mechanisms, **in order of decreasing precedence**:

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- In the SC, with a planning schedule specified in reference to T0, the starting date of the activity of the SC, and/or possibly to other internal/external dependencies. When applicable, the planning specifies for a deliverable if the date is for submission, for review or for acceptance;
- In an RfA within an SC;
- Mutual agreement between the DG TAXUD and the **ITSM2 Lot1** contractor during the course of the SC, each planning agreement being recorded in the MPR of the month when the agreement took place;
- Up to the **ITSM2 Lot1** contractor to take the initiative to provide the deliverable/service whenever an external event triggers the need for it (usually call/action driven).

No higher planning mechanism may be over-ruled by a lower one. However, a lower one may include provisions not considered in the higher one, which do not contradict its text.

All the agreed planned dates and actual dates of delivery are reported in the monthly progress report, both for SfR and SfA.

15.2 Acceptance mechanism

15.2.1 ACCEPTANCE OF DELIVERABLES

The acceptance procedures applicable to the deliverables and services are specified hereafter. The Framework Quality plan (FQP) may specify further the acceptance process details of the deliverables but in case of conflict between these documents, the Specific Contract and this document, the following decreasing precedence will prevail: SC, this document and FQP.

No formal acceptance applies for deliverables for which neither this document nor the SC defines an acceptance procedure.

All deliverables will be subject to a formal **T1/T2/T3 review cycle** (also referred to as SfR/SfA cycle):

T1 period:

- The **ITSM2 Lot1** contractor Submits for Review (SfR) its deliverable to the Commission, and any nominated party¹⁹, at the agreed date, starting T1;
- The Commission reviews the SfR deliverable and returns its comments to the **ITSM2 Lot1** contractor at the end of T1;

¹⁹ The Commission may use the support of the QA2 contractor for the management of the review cycles of submitted deliverables.

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- The Commission reserves its right to reject the review in case the deliverable SfR is not fit for review, ending T1.

T2 period:

- T2 starts with the reception by the **ITSM2 Lot1** contractor of the review comments from Commission²⁰;
- The **ITSM2 Lot1** contractor submits his author's positions for each of the comments submitted by the Commission;
- The Commission may call a review meeting with the **ITSM2 Lot1** contractor to resolve outstanding review issues;
- The review meeting decisions are submitted by:
 - The **ITSM2 Lot1** contractor in case of minor or medium size review;
 - The Commission (or any other 3rd party designated by it, such as the QA2 contractor) in case of major size review;
- The **ITSM2 Lot1** contractor Submits for Acceptance (SfA) his deliverable before the end of the T2 delay, closing temporarily the T2 period, the final closure of T2 being subject to the approval of the deliverable (the time stamp of the delivery of the accepted version constitutes the final closure of T2).

T3 period:

- T3 starts with the reception of the SfA deliverable by the Commission;
- The Commission will then verify the SfA deliverable and inform the **ITSM2 Lot1** contractor of any deviation of the SfA deliverable from the author's positions and meeting decisions, within a pre-agreed period T3;
- In case of deviation, the T2 period is re-opened, up to the time that the **ITSM2 Lot1** contractor submits the version of the deliverable that the Commission will accept.

Once accepted, all deliverables become the property of the Commission, which is then the only party that can authorise their further use and distribution.

The FQP defines some of those pre-agreed periods (review cycles), while the Requests for Action (RfA) will define additional periods if required and will set the pre-agreed dates for delivery.

²⁰ The Commission may request other parties involved in the business threads (like the development contractors, the QA2 contractor) to review deliverables submitted by the **ITSM2 Lot1** contractor. The comments from the Commission will include the comments of these 3rd parties.

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The Commission draws the attention of the **ITSM2 Lot1** contractor to the fact that the T1/T2/T3 review cycle is tightly related to the contractual planning. Indeed, a contractual date qualified for acceptance implies that the T1/T2 part of the cycle must be completed for the deliverable by that date, while a date qualified for review implies that the T1/T2/T3 cycle for the deliverable starts at that date.

15.2.1.1 Individual acceptance

The deliverables marked for Individual Acceptance (IA) in the SC or RfA will be subject to an individual acceptance letter by the Commission.

15.2.1.2 Deliverables accepted via the Monthly Progress Report (MPR)

The deliverables specified with an acceptance mechanism MPR (“to be accepted via the Monthly Progress Report”) are formally accepted through the formal acceptance of the MPR in which they are proposed for acceptance. The MPR should contain a list of all deliverables presented for acceptance through it.

15.2.2 SERVICES

The definition and the targets for the Quality of Services(QoS) are set in the contractual documents, in the FQP and/or in the contractual OLA (Framework Contract, Specific Contract, Request for Action), which itself may refer to other applicable SLAs/OLAs.

The Monthly Progress Report (MPR) must report the actual QoS (via SQIs) of all the provided services and justify any deviation from target. The SQI is compiled from the target and actual QoS to quantify the deviation of reality from target and is recorded in the MPR.

The correctness of the reported QoS and associated SQI is accepted by the acceptance of the MPR.

Note that it is the factual correctness (alias integrity) of the reported QoS and associated SQI, which are subject to acceptance via the MPR and not the service itself. The accepted QoS and SQI become then the indisputable bases for computing the liquidated damages where applicable.

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15.2.3 MONTHLY PROGRESS REPORT (MPR) AND THE BILATERAL MONTHLY MEETING (BMM) MINUTES

The Commission will formally accept on a monthly basis the bundle made of the MPR, which includes the various Monthly Service Reports (MSR) and the minutes of the Bilateral Monthly Meeting (BMM). The Commission will not issue a separate acceptance for these deliverables.

The acceptance of the bundle will trigger the acceptance by default of the deliverables presented for acceptance in the accepted MPR.

In case of conflict between the MPR and the BMM minutes (even when accepted by the Commission), on the one hand, and the contractual documents, FQP on the other hand, the latter will always take precedence.

15.2.4 FQP, TAKE-OVER AND HAND-OVER.

The acceptance of the FQP and the Take-over will be subject to a FAT the aim of which is to verify the integrity between the FQP and Take-over reports with the set up of the **ITSM2 Lot1** contractor.

The acceptance of the Hand-over will be subject:

- Firstly, to a FAT performed in the premises of the **ITSM2 Lot1** contractor;
- Secondly, to a SAT in the premises of the 3rd parties nominated by the Commission to Take-over from the **ITSM2 Lot1** contractor after the transfer of knowledge.

15.2.5 BESPOKE SOFTWARE

Acceptance of new applications or extensions of existing applications is performed according to a FAT/preSAT/SAT scheme, unless the Commission decides to go through a simple qualification.

15.2.6 ICT INFRASTRUCTURE SERVICES

The ICT infrastructure services will be accepted after reception of the delivery notification and by the formal acceptance of the Site Acceptance Test report delivered by the **ITSM2 Lot1** contractor following an on-site verification of the report quality.

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15.2.7 REVIEW AND ACCEPTANCE BY THE NATIONAL ADMINISTRATIONS (NAs)

In the context of deliverables, which issue recommendations to and/or place obligations on the NAs, the NAs are invited to submit their comments, in an agreed format, (in EN, FR or DE) within a given period (from 2 to 10 weeks according to the volume of the deliverables and their importance).

The **ITSM2 Lot1** contractor will have to translate the comments received in FR or DE into EN, consolidate the comments, and for each of them propose an “author position” to the Commission according to a SfR/SfA cycle.

The Commission will call a review workshop with the NAs, the outcome of which is a “workshop decision” on each of the received comments.

The **ITSM2 Lot1** contractor will deliver the minutes of the workshop also according to a SfR/SfA cycle.

The Commission will then submit the bundle made of the documents as accepted by the Commission, and of the “workshop decision” for the approval of the National Administrations of Member States and Candidate Countries/Third Countries.

Once the NAs and the Candidate Countries accept the bundle, the **ITSM2 Lot1** contractor will consolidate the “workshop decision” into the deliverables and deliver the final version of the specification, again according to a SfR/SfA cycle. This final version becomes part of the documentation baseline of the project.

All deliverables produced by the **ITSM2 Lot1** contractor under this step will be in EN only.

The timing of the consecutive SfR/SfA cycles can be defined in the FQP, Specific Contracts (SC) and their associated Requests for Action (RfA).

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15.3 List of Deliverables

The following table provides an overview of the current deliverables, the indicative planning and the classification of the impact of a late delivery. This list is provided for information only, it is neither exhaustive nor binding, as it constantly evolves and does not take into account the future transformations that will occur during the lifetime of the **ITSM2 Lot1** contract. The present list is provided to give an indication to the Tenderer of the current level of deliverables produced by the incumbent contractors. This list may be updated by DG TAXUD at each Specific Contract.

For all deliverables mentioned below, the following information will be completed in the first delivery of the FQP: Delivery Mechanism (Individual Delivery (ID), Bundled with other deliverable, etc.), Delivery milestones (linked to SFR and/or SFA delivery), review cycle, ordering method, publication (CIRCA, e-mail, online), SQI, triggering/ordering mechanism, etc . The structure of the main deliverables will be in line with the one provided by the incumbent contractors and, if needed, will be updated in the first delivery of the FQP.

All deliverables defined in SB5 and SB6 can be requested for CIs and services linked to SB7 (Support of CCN sites, CCN GWs and/or CCN Mail servers). The CCN applications (e.g. ACT, CCN portal) are operated via SB5, but are supported by SB6 (e.g. SAT, patches, etc.) and therefore added in the CI complexity Model.

All "ITSM one off deliverables" are regrouped in SB2 and cover the CIs and services of both incumbent contractors.

The delivery format of all deliverables mentioned below will have to be agreed with DG TAXUD and described in the first delivery of the FQP. By default, it will a MS-Office (or compatible) deliverable uploaded on CIRCA, but DG TAXUD may agree to change the format of some deliverables (e.g.. extracts from the SMT data available on the portal or log files of test tools).

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.1	1	Internal Quality Control and Assurance reports	On-Site, available on demand - max 2 working days upon request from the Commission	MPR	High
D.2	1	Internal Risk analysis records	On-Site, available on demand - max 2 working days upon request from the Commission	MPR	High
D.3	1	List of internal QC review criteria	On-Site, available on demand - max 2 working days upon request from the Commission	MPR	Medium
D.4	1	Offers (on RfE, RfO...)	On Request and as per RFE (default 10 working days after RFE) , RFO (default 15 working days after RFO), starting at the end of TO Step1	Offer attached to the signed SC, RFA	High
D.5	1	Official Price List	As Needed (at each change) – available via project portal as well	IA	High
D.6	1	External audit material : <ul style="list-style-type: none"> Contractors position to audit findings, action list from audit meeting, ... 	<ul style="list-style-type: none"> 20 working days after reception audit report Continuous 	MPR	Medium
D.7	1	Monthly Progress Report (MPR) bundled with all Monthly Service Reports (MSR) and all annexes as agreed per FQP (i.e. MSR, BMM minutes, availability and capacity data, Risk register, SLM calculation and raw data, action lists, recommendations, DTM; Consolidated planning, List of personnel, calls related reporting, quantity consumption status report, all action lists, testing status reports, document review status reports, status reporting on CSIP related activities ...)	SFR 7th Commission working day after the end of the reporting month – available via project portal as well	IA	High
D.8	1	Risk register – Continuously updated and available online	Online – via project portal	MPR	High

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D.9	1	Action list – Continuously updated and available online	Online – via project portal	MPR	High
D.10	1	Yearly benchmarking exercise report	Yearly	IA	Medium
D.11	1	Meetings related to the contract follow up like BMM, STEERCO, ad hoc, ... <ul style="list-style-type: none"> • Agenda, • Briefing • Material, • Minutes 	<ul style="list-style-type: none"> • Agenda : 1 working day before the meeting or MA, • Briefing: as needed, • Material: as needed, • Minutes : SFR = date of the meeting + 5 working days or MA, 	MPR	Medium
D.12	1	Forecast of activities in the frame of new SCs	As Needed but minimum 4 months before the end of the SC	MPR	Medium
D.13	1	Proof of disposal or destruction of assets	On Request	IA	Low
D.14	2	Update of FQP and its annexes taken-over from the incumbent contractors, including the Internal Working Procedures, along with an FQP test plan and its FAT report	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.15	2	Evolutive maintenance of contractual OLA and Hosted infrastructure OLA	Bundled with FQP	FQP	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.16	2	Updated documentation related to processes, policies and procedures and agreements including missing parts (risk management and analysis, ...).	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	MPR	Low
D.17	2	Capacity Plan for IT Commission Services (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.18	2	IT Service Continuity plan for IT Commission Services including a risk analysis and Disaster Recovery Plan addressing all taken over BTH (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.19	2	Availability Plan for IT Commission Services (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.20	2	ICT architecture for the Commission IT services (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.21	2	Application Architecture framework/standard of reference	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.22	2	Updated External processes & procedures documentation covering all taken over BTH (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Low
D.23	2	SLA/OLA per business thread and user community (incl. CCN)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.24	2	Service Catalogues (one for TAXUD, one for the NAs) (incl. CCN)	Online available <ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium
D.25	2	Complete set of measurable End-to-End (E2E) SLAs related to the operations lifecycle	12 months before the final end of the Framework Contract	IA	Medium
D.26	2	CSIP Improvements proposals, including business case on all taken over CIs and services (e.g. proposals for harmonisation, improvement, increased maturity of processes, ...)	As Needed	MPR	Medium
D.27	2	CSIP Action list	continuously updated - Online – via project portal	MPR	Medium
D.28	2	CSIP quarterly report	Quarterly after the TO	MPR	Medium
D.29	2	CSIP Yearly Report	Yearly, to be defined in the SC	IA	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.30	3	ITSM2 Service Management – Specifications Deliverables: <ul style="list-style-type: none"> • Feasibility Studies; • Proof of concepts; • Business process models; • Business requirements Definition (collection & analysis, including risk analysis of impact on overall system performance and security requirements - functional, non functional, usability, infrastructure) (SRD); • Functional Specifications (FS); • Technical Specifications (TS); • Acceptance Test Specification (ATS); 	RfA, maintenance part of Continuous Services	IA (if linked to RfA), MPR	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.31	3	<p>ITSM2 Service Management – Deliverables related to Design, Build & Deployment support:</p> <ul style="list-style-type: none"> • Design documentation, including the System Requirement Overview; • Detailed design, including the interface specification with other applications, • Test plan, test cases, test data, test configuration specification, • Infrastructure requirement; • Software builds (releases, patches, hot fixes, scripts) with documented source code and including associated and quality metrics; • Support documentation and training material addressing infrastructure requirements, installation procedures, user and service provision manual; • The FAT report and FAT'ed version, submitted for preSAT; • Training material related to the deployment, operation and technical support on the application to be deployed ; • Problem fixes during preSAT, • Application & documentation submitted for SAT • Deployment deliverables (installation plan, deployment plan, cutover plan, decommissioning plan, operational guide...) • Operations deliverables (service operation manual, user provision manual, support documentation, operations training material) 	RfA, maintenance part of Continuous Services	IA (if linked to RfA), MPR	Medium
D.32	3	Development of Synergia programme and other ITSM2 Service Management tools roadmap, vision and programme (including Programme Charter)	As Needed	MPR	Medium
D.33	3	<p>ITSM2 Service Management – Operations deliverables :</p> <ul style="list-style-type: none"> • Support documentation, • FAQ, • Newsletter and news alerts, ... 	As needed	MPR	Medium

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D.34	4	Daily/Weekly/Monthly/Quarterly/Yearly Call reports by (BTH + CCN) and /or CI – per call category and call status	As Needed and/or online available via portal	MPR	Medium
D.35	5	Vision document	RfA, maintenance part of Continuous Services	RfA, MPR	High
D.36	5	Detailed asset inventory of all CIs (including COTS ICT CIs delivered by the Commission, services...) with item identification, location, price, date of delivery, start & end date of maintenance & support, disposability, ...	As Needed – available via project portal as well	MPR	Medium
D.37	5	Technological Infrastructure including CCN (plan, schematics, topology diagrams...)	At each major event but at least once per Specific Contract covering the Continuous Services.	IA	Medium
D.38	5	Infra test plans and test reports	As Needed	MPR	Medium
D.39	5	Testing of IT Service continuity plans for Commission services (incl. CCN): <ul style="list-style-type: none"> • Test plan • Test report 	Yearly – as agreed	IA	Medium
D.40	5	COTS deployment SAT reports, including SAT Test cases, reference to applicable documents, including delivery notice	As Needed	MPR	Medium
D.41	5	Infrastructure feasibility studies and statement of requirements	RfA, maintenance part of Continuous Services	RfA, MPR	Medium
D.42	6	Hosting request for DIGIT-hosted applications deployments	As Needed, On Request	MPR	Major
D.43	6	Application Portfolio	Online	IA	Medium
D.44	6	Finalisation of acceptance test plan (pSAT/SAT or qualification) and test specifications	As Needed, On Request	MPR	Medium
D.45	6	Deployment Plan including strategy	As Needed	MPR	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.46	6	Deployment Report (DER) covering: <ul style="list-style-type: none"> • Installation Plan • Installation report in pSAT • Installation report in SAT • Installation report in CONF • Installation report in PROD • Installation report in TRAINING 	As Needed	MPR	Medium
D.47	6	pSAT <ul style="list-style-type: none"> • Daily report (e-mail) including pSAT TIR • pSAT TIR • pSAT report including the minutes of the kick-off and exit meeting 	<ul style="list-style-type: none"> • Daily report (e-mail) including pSAT TIR • As needed and requested • 1 working day after the exit meeting 	MPR	Major
D.48	6	Update of Infrastructure requirements document from xDEVs based on installation and pSAT	As Needed	MPR	Medium
D.49	6	SAT <ul style="list-style-type: none"> • Daily report (e-mail) including SAT TIR • SAT TIR • SAT report including the minutes of the kick-off and exit meeting 	<ul style="list-style-type: none"> • Daily report (e-mail) including SAT TIR • As needed and requested • 1 working day after the exit meeting 	MPR	Major
D.50	6	Qualification report	As Needed	MPR	Major

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.51	6	Conformance Test (CT) <ul style="list-style-type: none"> CT readiness statement CT organisation document CT Time Table Pre-CT report per NA including minutes of kick-off and exit meeting with NA CT report per NA CT including minutes of kick-off and exit meeting with NA CT campaign report 	<ul style="list-style-type: none"> 5 WD before CT start SFR 20 WD before CT start Continuously updated during CT SFR 2 WD after NA exit meeting SFR 2 WD after NA exit meeting 10 working days after campaign completion 	MPR	Major
D.52	6	Monthly Consolidation Operational Planning (ITOP)	Weekly - Online	MPR	Medium
D.53	7	Test report including executive summary	As Needed	MPR	Medium
D.54	7	Definition and validation of the network infrastructure needed to participate in CCN/CSI	As Needed	MPR	Medium
D.55	8	Deliverables linked to all meetings in frame of coordination e.g. Working group meetings, Technical meetings with the Commission and other third parties, Service Monthly Meetings, <ul style="list-style-type: none"> Agenda Briefing Preparation material Summary record including list of actions and agreements Minutes 	As Needed	MPR	Medium
D.56	8	Contact lists for all application support centres, external contractors and national technical representatives	As Needed	MPR	Medium

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D.57	8	List of problems and issues to be addressed and requiring co-ordination between the contractors	As Needed	MPR	Medium
D.58	8	Interaction model encompassing all stakeholders	At each major event but at least once per Specific Contract covering the Continuous Services.	MPR	Medium
D.59	8	Yearly User Satisfaction Survey: <ul style="list-style-type: none"> • Questionnaire • Report • Action list follow up 	Yearly	MPR	Low
D.60	8	Other surveys questionnaire and report	As Needed	MPR	Medium
D.61	8	Comments on any artefact sent to the ITSM2 Lot1 contractor for review	As Needed	MPR	Medium
D.62	8	Mission related: <ul style="list-style-type: none"> • Agenda • Briefing • Preparation of the on-site support material • Mission minutes • Mission report and evaluation 	As Needed	MPR	Medium
D.63	9	Service level reporting (SQI, KPI, SLAs, OLAs, TOCs...)	With MPR	MPR	Major
D.64	9	Raw data used for SLM reporting calculations	With MPR	MPR	Major
D.65	9	Ad hoc SLM Service reviews	As Needed	MPR	Medium
D.66	9	Availability Dashboard	Online	MPR	Major

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D.67	9	Ad-hoc availability reports	As Needed	MPR	Medium
D.68	9	Daily, weekly, monthly, quarterly and yearly reporting on business monitoring and statistics per (BTH + CCN) and CI	On Request	MPR	Major
D.69	9	Ad-hoc Business reporting on business monitoring and statistics + CCN	On Request	MPR	Medium
D.70	9	Quarterly activity report for the NA covering all BTH + CCN	Quarterly	MPR	High
D.71	9	Problem ticket, including root cause analysis	As Needed	MPR	Medium
D.72	9	List of incidents to be investigated in Problem Management	As Needed	MPR	Medium
D.73	9	Known error list (KEL), including workarounds	As Needed	MPR	Medium
D.74	9	Knowledge Management sheet (information to be entered in the KMDB, once validated as per procedure). It may be extracted from reviews of artefacts, problem analysis, change requirements, ...	As Needed	MPR	Medium
D.75	9	CMDB and DSL ad hoc reports	As Needed	MPR	Medium
D.76	9	Reporting on all CIs which could impact the quality agreements of other contractors	As Needed	MPR	Medium
D.77	9	Ad-hoc logs, as per EC request	As Needed	MPR	Medium
D.78	9	List of changes, sorted as needed	As Needed	MPR	Medium

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DLV-ID	SB	Description	Planning	Acceptance Mechanism	Impact of Late Delivery
D.79	9	CAB related : <ul style="list-style-type: none"> • Agenda • List of RFCs including full problem statement, business and technical requirements, cost/benefit analysis, detailed impact assessment, ... • Minutes of CAB meeting 	As Needed	MPR	Medium
D.80	9	SLA reporting per business thread + CNN and user community			
D.81	9	Benchmark of the processes maturity	As Needed	MPR, IA	Medium
D.82	10	Yearly security campaign report	Once a year	IA	Medium
D.83	10	Security policies (and their "Baseline Checklist"), standards, procedures, processes and guidelines	With FQP	IA	Medium
D.84	10	Risk Identification Documents	As Needed	MPR	Medium
D.85	10	List of Contractor's staff	With MPR	MPR	Major
D.86	10	Business Contingency Plan	As Needed	IA	Medium
D.87	10	Crisis Management Plan / Procedure	With FQP	FQP	Medium
D.88	10	Security Plan, including identification and mitigation of Business Security risks (as per TEMPO, ISO27002 and 27005)	<ul style="list-style-type: none"> • After Take-over of both ITSM and CCN services and their integration. • Evolutive Maintenance at each major event but at least once per Specific Contract covering the Continuous Services. 	IA	Medium

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D.89	10	Audit trails, as per request of the EC	As Needed	MPR	Medium
D.90	10	Security recommendations	As Needed	MPR	Medium
D.91	10	Security assessment report	As Needed	IA	Medium
D.92	10	Security Training Material	As Needed	MPR	Medium
D.93	10	Security awareness assessment material	As Needed	MPR	Medium
D.94	10	Bi-annual user account management review report	Twice a year	MPR	Medium
D.95	10	Report on evaluation of alignment between TAXUD IS Security policy and EC IS Security policy	As Needed	MPR	Medium
D.96	10	Security Conventions	As Needed	MPR	Medium
D.97	10	Risk Management trainings based on risk approach defined by TAXUD and on TEMPO Risk Management documents, including training material and report	As Needed	MPR	Medium
D.98	11	Take-over plan, with methodology (including change management), CSF, identification of all activities in scope, detailed planning, ...)	SfR 10 Commission working days after start of TO	IA	Major
D.99	11	Take-over FAT plan, including acceptance criteria and tests specifications, including security tests;	SfR 25 Commission working days after start of TO	IA	Major
D.100	11	Take-over Report, including the reference baseline on the status of the all services, their requirements, specifications and related documentation	SfR 10 Commission working days after end of TO	IA	High
D.101	11	List of CIs to hand-over	As Needed	MPR	Medium
D.102	11	Hand-Over training material	As Needed	MPR	Medium

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D.103	11	Hand-Over plan	As Needed	IA	Medium
D.104	11	Hand-Over FAT	As Needed	IA	Medium
D.105	11	Hand-Over SAT	As Needed	IA	Medium
D.106	11	Hand-Over Training report	As Needed	MPR	Medium
D.107	11	Hand-Over "After Care" report	As Needed	IA	Medium
D.108	12	Translations	As Needed	MPR	Medium
D.109	12	Training/workshop - Preparation material	Date of the training/workshop – 5 working days, SfR Date of the training/workshop – 2 working days, SfA	MPR	High
D.110	12	Training/workshop/Demonstration - Agenda	Date of the training-workshop – 20 working days SfR, or MA	MPR	High
D.111	12	Training/workshop/Demonstration - Briefing	Date of the training/workshop – 10 working days SfR, or MA	MPR	High
D.112	12	Training/workshop/Demonstration - Evaluation and report	Date of the training/workshop + 10 working days, SfA	MPR	Medium

Table 9: List of Deliverables

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