



Ministry of Digital Economy

BIDDING DOCUMENT (Two Envelope Bidding Method)

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

IFB No: MODE/01/PR-LGC/NCB/2025

May 2025



Invitation for Bids (IFB)
Ministry of Digital Economy (MODE)

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

IFB No: MODE/01/PR-LGC/NCB/2025

1. The Chairman of, the Ministry Procurement Committee on behalf of the **Ministry of Digital Economy(MODE)** invites sealed bids from eligible bidders for the **Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS)**.
2. Bidding will be conducted through the National Competitive Bidding (NCB- Two Envelope Method, single stage-two envelop bidding procedure) specified in the Government National Procurement Guidelines 2024 and are opened to all eligible bidders as defined in the Guidelines.

Bidders must meet the following minimum eligibility and qualification criteria for the contract award:

- a) **General Experience;** Bidder should have general experience in Information Technology Projects in the role of contractor, JV Partner, subcontractor or management contractor during at least last five 5 years prior to the bid submission deadline;
- b) **Data Center Ownership:** Primary Bidder must own a Tier 3 or equivalent certified Data Center which is physically located in Sri Lanka.
- c) **Specific Experience in contract of similar nature:** Bidder should have successfully completed at least one similar cloud infrastructure Migration, and Provision of Cloud Infrastructure as a Service (IaaS) project with a value at least LKR 100 million within the last Five (05) years.

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

- d) **Average Annual Turnover:** Minimum certified average annual turnover of LKR 700 million within the last 3 years.
- e) **Financial Resources:** The Bidder must demonstrate access to, or availability of, financial resources such as liquid assets, unencumbered real assets, lines of credit, and other financial means, other than any contractual advance payments to meet: the cash-flow requirement: LKR 600 Mn
3. Interested eligible and Qualified Bidders may obtain further information from Chief Accountant, **of the Ministry of Digital Economy** , Level 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02 and inspect the Bidding Document during office hours on working days commencing from May 5th ,2025 at the below address. Telephone: +94 112369099, Email: procurement@mode.gov.lk bidding document is published on **Ministry of Digital Economy** web site <https://mode.gov.lk/docs/procurement/procurement-notice> .
4. A complete set of Bidding Documents in English may be purchased from MODE office by interested bidders on the submission of a written application on a business letterhead, and upon payment of a non-refundable fee of Sri Lankan rupees Hundred Thousand (**LKR 100,000.00**). The method of payment will be by cash.
5. Bids must be delivered to the Meeting Room, of the Ministry of Digital Economy -, Level 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02 **at or before 2.00 p.m. on 26th May, 2025**. Late bids will be rejected. Bids will be opened soon after the bid closing in the presence of the bidders' representatives.
6. All bids must be accompanied by a Bid Security in the form of bank guarantee of not less than Sri Lankan Rupees eight million (**LKR 8,000,000.00**)
7. A Pre- Bid Meeting will be held at **11.00 am on May 15th Thursday 2025**, at **Information Communication Technology Agency (ICTA), 4th Floor, R. A. De Mel Mawatha, Colombo 03**.

Chairman,
Ministry Procurement Committee
Ministry of Digital Economy,
Level 11, Unit No: 1101, One Galle Face Tower,
No 1 A, Centre Road, Galle Face,
Colombo 02.

4th May, 2025

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Section I – Instructions to the Bidders

For Reference Only

Section I – Instructions to the Bidders

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SECTION I – INSTRUCTIONS TO THE BIDDERS

This section specifies the procedures to be followed by Bidders in the preparation and submission of their Bids. Information is also provided on the submission, opening, and evaluation of Bids and on the award of Contract.

A. General

1. Scope of Bid

- 1.1 In connection with the Invitation for Bids indicated in the Bid Data Sheet (BDS), the Employer, as indicated in the BDS, issues these Bidding Documents for the procurement of Information Technology (IT) Products and Services as specified in Volume 2 -Section VI (Schedule of Requirements). The name, identification, and number of lots (Contracts) of the International Competitive Bidding (ICB) are provided in the BDS.
- 1.2 Unless otherwise stated, throughout this Bidding Document definitions and interpretations shall be as prescribed in Volume 3-Section VII (General Conditions) (GC).

- 2. Source of Funds** 2.1 Government of Sri Lanka (GoSL) shall provide the financing required to meet eligible payments under the Contract for which these Bidding Documents are issued.

For Reference Only

3. Corrupt Practices

3.1 It is the policy of GoSL that the officials of the procuring entity as well as Bidders, Suppliers, Service Providers and Contractors and their sub-Contractors under GoSL financed Contracts observe the highest standard of ethics during the procurement and execution of such Contracts, in pursuance of this policy, the GoSL;

(a) defines, for the purposes of this provision, the terms set forth below as follows:

- i. “corrupt practice” means the offering, giving receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any party in the procurement process or the execution of a Contract;
- ii. “fraudulent practice” means a misrepresentation or omission of facts in order to influence a procurement process or the execution of a Contract;
- iii. “collusive practices” means a scheme or arrangement between two or more Bidders, with or without the knowledge of the employer, designed to influence the action of any party in a procurement process or the execution of a Contract;
- iv. “coercive practices” means harming or threatening to harm, directly or indirectly, persons, or their property to influence their participation in a procurement process, or affect the execution of a Contract;

(b) will reject a proposal for award if it determines that the Bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract; and

(c) will sanction a party or its successor, including declaring ineligible, either indefinitely or for a stated period of time, to participate in GoSL

financed activities if it at any time determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, GoSL financed Contract.

3.2 Furthermore, Bidders shall be aware of the provision stated in the Volume 3- General Conditions (GC 47.1, Termination for Contractor’s Default).

4. Eligible Bidders

4.1 A Bidder may be a private entity or a government-owned entity or any combination of such entities with the intent to enter into an agreement supported by a letter of intent or under an existing agreement in the form of a joint venture, consortium or association (JV). In the case of a Joint Venture (JV):

(a) all partners shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms, and

(b) the JV shall nominate one of the partners who shall have the authority to conduct all business for and on behalf of any and all the partners of the JV during the Bidding process and, in the event the JV is awarded the Contract, during Contract execution. This shall be evidence by submitting a Power of Attorney signed by legally authorized signatories of all the partners.

4.2 A Bidder, and all partners constituting the Bidder, shall have a nationality of an eligible country and shall have legal rights to supply IT products and Services under the Contract resulting from these Bidding Documents. A Bidder shall be deemed to have the nationality of a country if the Bidder is a national or is constituted, incorporated, or registered and operates in conformity with the provisions of the laws of that country. This criterion shall also apply to the determination of the nationality of proposed sub-Contractors or Contractors for any part of the Contract

including related services.

4.3 GoSL considers a conflict of interest to be a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, Contractual obligations, or compliance with applicable laws and regulations. Bidders and Contractors under GoSL financed Contracts, shall observe the highest standard of ethics. GoSL will take appropriate actions, which include not financing of the Contract, if it determines that a conflict of interest has flawed the integrity of any procurement process. Consequently all Bidders found to have a conflict of interest shall be disqualified. A Bidder may be considered to be in a conflict of interest with one or more parties in this Bidding process if, including but not limited to:

- (a) they have controlling partners in common; or
- (b) they receive or have received any direct or indirect subsidy from any of them; or
- (c) they have the same legal representative for purposes of this Bid; or
- (d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the Bid of another Bidder, or influence the decisions of the Employer regarding this Bidding process; or
- (e) A Bidder participates in more than one Bid in this Bidding process. Participation by a Bidder in more than one Bid will result in the disqualification of all Bids in which it is involved. However, this does not limit the inclusion of the same sub-Contractor, not otherwise participating as a Bidder, in more than one Bid; or
- (f) A Bidder or any of its affiliates participated as a consultant in the preparation of the design and/or technical specifications of the products and

services and/or other documents that are the subject of the procurement under these Bidding documents.

- 4.4 A firm that is under a declaration of ineligibility by GoSL in accordance with ITB 3 at the date of the deadline for Bid submission or thereafter, shall be disqualified.
- 4.5 Bidders shall provide such evidence of their continued eligibility satisfactory to the Employer, as the Employer shall reasonably request.
- 4.6 In case a prequalification process has been conducted prior to the Bidding process, this Bidding is open only to prequalified Bidders.
- 4.7 Firms shall be excluded if by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the employer's country prohibits any import of goods or Contracting of works or services from that country or any payments to persons or entities in that country.

4.8 Local Companies bidding for these tender or Local partners of Foreign Companies bidding for this tender shall be registered under the Public Contracts Act, No 3 of 1987.

5. Eligible IT Products and Services

5.1 For the purposes of these Bidding Documents, the IT Products and Services means all:

- (a) the required information technologies, including all information processing and communications-related hardware, software, supplies and consumable items that the Bidder is required to supply and install under the Contract, plus all associated documentation, and all other materials and products to be supplied, installed, integrated, and made operational (collectively called the products in some clauses of the ITB); and
- (b) the related software development, transportation, insurance, installation, customization, integration, commissioning, training, technical support, maintenance, repair, and other Services necessary for proper operation of the products to be provided by the selected Bidder and as specified in the Contract.

5.2 The IT Products and Services to be supplied under the Contract shall have their origin in eligible source countries as defined in ITB 4.2 above and all expenditures under the Contract will be limited to such IT Products and Services.

5.3 For the purposes of ITB 5.2 above - origin means the place where through software development, manufacturing, or substantial and major assembly or integration of components, a commercially recognized Product results that is substantially different in basic characteristics or in purpose or utility from its components.

6. Intellectual Property 6.1 By signing the Bid Submission Form, the Bidder represents that it either is the owner of the Intellectual Property Rights in the Products and Services offered, or that it has proper authorization and/or license to offer them from the owner of such rights. Willful misrepresentation of these facts shall be considered fraudulent practice subject to the provisions of ITB 3.1 through 3.2 above, without prejudice of other remedies that the Employer may take.

7. Status of Sub - Contractors 7.1 If it is allowed in the BDS for Sub-Contractors to be nominated for certain components to be taken into account in assessing the Bidder's overall qualifications, any Sub-Contractor so nominated by any Bidder is automatically disqualified from being a Bidder itself or a partner in a Joint Venture. Non-compliance may result in the rejection of all Bids in which the affected firm participates as Bidder or as partner in a Joint Venture.

7.2 Any firm not participating as Bidder or as partner in a Joint Venture may be proposed as a Sub-Contractor in any number of Bids.

A firm which is a Bidder, whether as a single Bidder or as a partner in a Joint Venture, cannot be a Sub-Contractor in other Bids, except for the supply of commercially available Hardware or Software by the firm, as well as purely indicated services such as installation/configuration, routing training and ongoing maintenance support.

7.3 If a Bidder intends to Sub-Contract major items of Products and Services, it shall include in the Bid details of the name and nationality of the proposed Sub-Contractor, including vendors for each of those items and shall be responsible for ensuring that any Sub-Contractor proposed complies with the requirements of ITB 3.

7.4 Bidders are free to list more than one Sub-Contractor against each item. Quoted rates and prices will be

deemed to apply, whichever Sub-Contractor is appointed, and no adjustment of the rates or prices will be permitted. The Employer reserves the right to delete any proposed Sub- Contractor from the list. This shall be done prior to Contract signature, by deleting such unacceptable Sub-Contractors in Volume 3-Appendix 3 of Section IX (Contract Forms), which shall list the approved Sub- Contractors for each item prior to Contract signature. Subsequent additions and deletions from the list of approved Sub-Contractors shall be performed in accordance with GC Clause 20.

7.5 The Employer, where applicable, may select only some of the listed Sub- Contractors in evaluating a Bid. The criteria for selection will be set out in the BDS.

8. Contacting the Employer

8.1 From the time of Bid advertisement to the time of Contract award, if any Bidder wishes to contact the Employer on any matter related to the Bid, it should do so in writing.

8.2 If a Bidder tries to directly influence the Employer or otherwise interfere in the Bid submission and evaluation process and the Contract award decision, its Bid may be rejected.

Volume 1	Bidding Procedures
Section I	Instructions to Bidders (ITB)
Section II	Bid Data Sheet (BDS)
Section III	Evaluation and Qualification Criteria
Section IV	Bidding Forms
Section V	Eligible Countries

Volume 2	Requirements
Section VI	Schedule of Requirements
Volume 3	Conditions of Contract and Contract Forms
Section VII	General Conditions (GC)
Section VIII	Particular Conditions (PC)
Section IX	Contract Forms

B. Contents of Bidding Document

- 9. Sections of Bidding Document**
- 9.1 The Bidding Document consists of Volume 1, 2, and 3, which include all the Sections indicated below, and should be read in conjunction with any Addenda issued in accordance with ITB 11.
- 9.2 The Invitation for Bids issued by the Employer is not part of the Bidding Document and is intended for references only. In case of inconsistencies, the actual Bidding Documents shall prevail.
- 9.3 The Employer is not responsible for the completeness of the Bidding Document and its addenda, if they were not obtained directly from the source stated by the Employer in the Invitation for Bids.
- 9.4 The Bidder is expected to examine all instructions, forms, terms, and specifications in the Bidding Document. Failure to furnish all information or documentation required by the Bidding Document may result in the rejection of the Bid.

10. Clarification of Bidding Document, Site Visit, Pre-Bid Meeting

- 10.1 A prospective Bidder requiring any clarification of the Bidding Document shall contact the Employer in writing at the Employer’s address indicated in the BDS or raise his enquiries during the pre-Bid meeting if provided for in accordance with ITB 10.4. The Employer will respond to any request for clarification, provided that such request is received no later than Ten (10) days prior to the deadline for submission of Bids. The Employer’s response shall be in writing with copies to all Bidders who have acquired the Bidding Document in accordance with ITB 9.3, including a description of the inquiry but without identifying its source. Should the Employer deem it necessary to amend the Bidding Document as a result of a request for clarification, it shall do so following the procedure under ITB 11 and ITB 26.2.
- 10.2 The Bidder, may on notifying the Employer in writing within the time stated in the BDS, visit and examine the site/s where the IT Products and Services are to be installed and its surroundings and obtain for itself on its own responsibility all information that may be necessary for preparing the Bid and entering into a Contract for the provision of IT Products and Services. The costs of visiting site(s) shall be at the Bidder’s own expense.
- 10.3 The Bidder and any of its personnel or agents will be granted permission by the Employer to enter upon its premises and lands for the purpose of such visit, but only upon the express condition that the Bidder, its personnel, and agents will release and indemnify the Employer and its personnel and agents from and against all liability in respect thereof, and will be responsible for death or personal injury, loss of or damage to property, and any other loss, damage, costs, and expenses incurred as a result of the inspection. No site visits shall be arranged or scheduled after the deadline for submission of the Bids and prior to the

award of the Contract.

- 10.4 The Bidder's designated representative is invited to attend a pre-Bid meeting, if provided for in the BDS. The purpose of the meeting will be to clarify issues and to answer questions on any matter that may be raised at that stage.
- 10.5 The Bidder is requested, as far as possible, to submit any questions in writing, to reach the Employer not later than one week before the meeting.
- 10.6 Minutes of the pre-Bid meeting, including the text of the questions raised without identifying the source, and the responses given, together with any responses prepared after the meeting, will be transmitted promptly to all Bidders who have acquired the Bidding Document in accordance with ITB 9.3. Any modification to the Bidding Document that may become necessary as a result of the pre-Bid meeting shall be made by the Employer exclusively through the issue of an addendum pursuant to ITB 11 and not through the minutes of the pre-Bid meeting.
- 10.7 Nonattendance at the pre-Bid meeting will not be a cause for disqualification of a Bidder.

11. Amendment of Bidding Document

- 11.1 At any time prior to the deadline for submission of Bids, the Employer may amend the Bidding Document by issuing addenda.
- 11.2 Any addendum issued shall be part of the Bidding Document and shall be communicated in writing to all who have obtained the Bidding Document from the Employer in accordance with ITB 9.3.
- 11.3 To give prospective Bidders reasonable time in which to take an addendum into account in preparing their Bids, the Employer may, at its discretion, extend the deadline for the submission of Bids, pursuant to ITB 26.2.

C. Preparation of Bids

12. Cost of Bidding 12.1 The Bidder shall bear all costs associated with the preparation and submission of its Bid, and the Employer shall not be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process.

13. Language of Bid 13.1 The Bid, as well as all correspondence and documents relating to the Bid exchanged by the Bidder and the Employer, shall be written in the English language. Supporting documents and printed literature that are part of the Bid may be in another language provided they are accompanied by an accurate translation of the relevant passages in the English language, in which case, for purposes of interpretation of the Bid, such translation shall govern.

**14. Documents
Comprising the
Bid** 14.1 The documents comprising the Bid are listed in Section IV (Bidding Forms), in the Bidder Response Format (BRF). Bidders must use the BRF provided to structure and submit their Bids.

14.2 The Bid shall comprise two envelopes submitted simultaneously, one called the Technical Bid containing the documents listed in Table 1 (Bidder's Response Format – Technical Bid of Section IV (Bidding Forms), and the other the Price Bid containing the documents listed in Table 2 (Bidder's Response Format – Price Bid of Section IV (Bidding Forms), both envelopes enclosed together in an outer single envelope.

Any other documents required as listed in the BDS

- 15. Letter of Bid and Schedules** 15.1 The Bidder shall complete the Letter of Bid, including the appropriate Price Schedules, using the relevant forms furnished in Section IV (Bidding Forms). The forms must be completed as instructed in each form.
- 16. Alternative Bids** 16.1 Unless otherwise specified in the BDS, alternative Bids shall not be considered.
- 17. Documents Establishing the Eligibility of the IT Products and Services** 17.1 To establish the eligibility of the IT Products and Services in accordance with ITB 5, Bidders shall complete the country of origin declarations in the Price Schedule Forms, included in Section IV (Bidding Forms).
- 18. Documents Establishing the Eligibility and Qualifications of the Bidder** 18.1 To establish its eligibility and qualifications to perform the Contract in accordance with Section III (Evaluation and Qualification Criteria), the Bidder shall provide the information requested in the corresponding Bidder Response Format included in Section IV (Bidding Forms).
- 18.2 Domestic Bidders, individually or in joint ventures, applying for eligibility for domestic preference shall supply all information required to satisfy the criteria for eligibility as described in ITB 38.
- 19. Documents Establishing Conformity of the IT Products and Services** 19.1 The Bidder shall furnish the information stipulated in Section IV (Bidding Forms), in sufficient detail to demonstrate substantial responsiveness of its Bid to the work requirements and the completion time.
- 19.2 For major items of IT Products and Services which the Bidder intends to purchase or sub contract, the Bidder shall give details of the name and nationality of the proposed Sub-Contractors, including manufacturers, for each of those items. In addition, the Bidder shall include in its Bid information establishing compliance with the requirements specified by the Employer for these items. Quoted rates and prices will be deemed to

apply to whichever Sub-Contractor is appointed, and no adjustment of the rates and prices will be permitted.

- 19.3 The written evidence of conformity of the IT Products and Services shall be inserted into the tables that comprise the Bidder's response to items in Volume 2- Section VI (Schedule of Requirements) in the form of written descriptions, literature, diagrams, certifications, and client references.
- 19.4 The Bidder will provide an item-by-item response to the Employer's Schedule of Requirements, demonstrating what the Bidder will provide, and how from a technical, functional, business or Service perspective, as appropriate, its IT Products and Services respond to the requirements. In demonstrating responsiveness, the commentary may include explicit cross references to the relevant pages in the supporting materials included in the Bid. Whenever a discrepancy arises between the item-by-item commentary and any catalogues, technical specifications, or other pre-printed materials submitted with the Bid, the item-by-item commentary shall prevail.
- 19.5 A Preliminary Project Plan is required, the details of which are described in Volume 2 - Section VI (Schedule of Requirements).
- 19.6 A written confirmation that the Bidder accepts responsibility for the successful integration and interoperability of all IT Products and Services as required by the Bidding Documents.
- 19.7 For purposes of the commentary to be furnished pursuant to ITB 19.4, the Bidder shall note that any references to brand names or model numbers or national or proprietary standards designated by the Employer in Volume 2 - Section VI (Schedule of Requirements) are intended to be descriptive and not restrictive (except where explicitly prohibited in the

BDS for specific items or standards). The Bidder may substitute alternative brand/model names or standards in its Bid, provided that it demonstrates to the Employer's satisfaction that the use of the substitute(s) will result in the IT Products and Services being able to perform substantially equivalent to or better than that specified in Volume 2 - Section VI (Schedule of Requirements).

20. Bid Prices

- 20.1 Unless otherwise specified in the BDS, Bidders shall quote for the entire IT Products and Services on a single responsibility basis such that the total Bid price covers all the Contractor's obligations mentioned in or to be reasonably inferred from the Bidding Document in respect of the design, manufacture, including procurement and sub-Contracting (if any), delivery, construction, installation, completion, acceptance, commissioning and support of the IT Products and Services as specified in Volume 2 - Section VI (Schedule of Requirements). This includes all requirements under the Contractor's responsibilities for testing, pre-commissioning and commissioning of the IT Products and Services and, where so required by the Bidding Document, the acquisition of all permits, approvals and licenses, etc.; the operation, maintenance and training services and such other items and services as may be specified in the Bidding Document, all in accordance with the requirements of the General Conditions. Items against which no price is entered by the Bidder will not be paid for by the Employer when executed and shall be deemed to be covered by the prices for other items.
- 20.2 Bidders shall give a breakdown of the prices in the manner and detail called for in the Price Schedules included in Section IV (Bidding Forms).
- 20.3 The price of items that the Bidder has left blank in the cost tables provided in the BRF shall be assumed to be included in the price of other items. Items omitted

altogether from the price tables shall be assumed to be omitted from the Bid and, provided that the Bid is substantially responsive, an adjustment to the Bid price will be made during evaluation in accordance with ITB 42.1(c) (i).

20.4 Unit prices must be quoted at a level of detail appropriate for calculation of any partial deliveries or partial payments under the Contract, in accordance with the Implementation Schedule in Volume 2 - Section VI (Schedule of Requirements), and with Volume 3 - GC and Appendix 7 (Terms and Procedures for Payment). Bidders may be required to provide breakdown of any composite or lump-sum items included in the price tables.

20.5 The prices for IT Products and Services are to be expressed and shall be defined and governed in accordance with the rules prescribed in the edition of Incoterms specified in the BDS, and quoted in the appropriate columns of the cost tables in the BRF as follows:

(a) Products supplied from outside the Employer's country:

Unless otherwise specified in the BDS, the prices shall be quoted on a CIP (named place of destination) basis, exclusive of all taxes, stamps, duties, levies, and fees imposed in the Employer's country. The named place of destination and special instructions for the Contract of carriage are as specified in the BDS. In quoting the price, the Bidder shall be free to use transportation through carriers registered in any eligible countries. Similarly, the Bidder may obtain insurance Services from any eligible source country.

(b) Locally supplied Products:

Unit prices of Products offered from within the Employer's Country, shall be quoted on an EXW (ex factory, ex works, ex warehouse or off-the-

shelf, as applicable) basis.

(c) Inland transportation:

Unless states otherwise in the BDS, inland transportation, insurance and related local costs incidental to the delivery of the Products to the designated Project Sites must be quoted separately as a Service item in accordance with ITB 20.6, whether the Products are to be supplied locally or from outside the Employer's country, except when these costs are already included in the price of the Products, as is, e.g., the case, when ITB 20.5(a) specifies CIP, and the named places of destination are the Project Sites.

20.6 The price of Services shall be quoted in total for each service (where appropriate, broken down into unit prices), separated into their local and foreign currency components. Unless otherwise specified in the BDS, the prices must include all costs incidental to the performance of the Services, as incurred by the Contractor, such as transportation, travel, subsistence, office support, communications, translation, printing of materials, etc. costs incidental to the delivery of the services but incurred by the Employer or its staff, or by third parties, must be included in the price only to the extent such obligations are made explicit in these Bidding Documents (as, e.g., a requirement for the Bidder to include the travel and subsistence costs of trainees).

20.7 Prices for Recurrent Costs beyond the scope of warranty services to be incurred during the Warranty Period, defined in Volume 3- GCC Clause 1.1 and prices for Recurrent Costs to be incurred during the Post-Warranty Services Period, defined in PC Clause 1 shall be quoted as Service prices in accordance with ITB 20.6 on the Recurrent Costs Form in detail, and on the Recurrent Costs Summary Form in currency total. Recurrent costs are all-inclusive of the costs

necessary items such as spare parts, software license renewals, labor, etc., needed for the continued and proper operation of the IT Products and Services and, if appropriate, of the Bidder's own allowance for price increases.

20.8 The prices shall be either fixed or adjustable as specified in the BDS.

20.9 In the case of **Fixed Price**, prices quoted by the Bidder shall be fixed during the Bidder's performance of the Contract and not subject to variation on any account. A Bid submitted with an adjustable price quotation will be treated as non-responsive and rejected.

20.10 In the case of **Adjustable Price**, prices quoted by the Bidder shall be subject to adjustment during performance of the Contract to reflect changes in the cost elements such as labor, material, transport and Contractor's equipment in accordance with the procedures specified in the corresponding Appendix to the Contract Agreement. A Bid submitted with a fixed price quotation will not be rejected, but the price adjustment will be treated as zero. Bidders are required to indicate the source of labor and material indices in the corresponding Form in Section IV (Bidding Forms).

20.11 If so indicated in the BDS, Bids are being invited for individual lots (Contracts) or for any combination of lots (packages). Bidders wishing to offer any price reduction (discount) for the award of more than one Contract shall specify in their Letter of Bid the price reductions applicable to each package, or alternatively, to individual Contracts within the package, and the manner in which the price reductions will apply.

20.12 If the BDS allows Bidders to quote separate prices for different lots (Contracts), and the award to a single Bidder of multiple lots (Contracts), the methodology

to determine the lowest evaluated responsive price of the lot (Contract) combinations, including any discounts offered in the Letter of Bid, is specified in Section III (Evaluation and Qualification Criteria).

- 21. Currencies of Bid and Payment**
- 21.1 The currency(ies) of the Bid shall be, as specified in the BDS.
- 21.2 Bidders may be required by the Employer to justify, to the Employer’s satisfaction, their local and foreign currency requirements.
- 22. Period of Validity of Bids**
- 22.1 Bids shall remain valid for the period specified in the BDS after the Bid submission deadline date prescribed by the Employer. A Bid valid for a shorter period less than the period specified shall be rejected by the Employer as non-responsive.
- 22.2 In exceptional circumstances, prior to the expiration of the Bid validity period, the Employer may request Bidders to extend the period of validity of their Bids. The request and the responses shall be made in writing. If a Bid Security is requested in accordance with ITB 23, the Bidder granting the request shall also extend the Bid Security for twenty- eight (28) days beyond the deadline of the extended validity period. A Bidder may refuse the request without forfeiting its Bid security. A Bidder granting the request shall not be required or permitted to modify its Bid.
- 23. Bid Security**
- 23.1 The Bidder shall furnish as part of its Bid, either a Bid-Securing Declaration or a Bid Security as specified in the BDS, in original form and in the amount and currency specified in the BDS.
- 23.2 The Bid Security shall be a demand guarantee in any of the following forms at the Bidder’s option:
- (a) an unconditional bank guarantee;
 - (b) an irrevocable letter of credit; or
 - (c) a cashier’s or certified check;

from a reputable source from an eligible country. The Bid security shall be submitted either using the Bid Security Form included in Section IV (Bidding Forms) or in another substantially similar format approved by the Employer prior to Bid submission. In either case, the form must include the complete name of the Bidder. The Bid security shall be valid for twenty-eight days (28) beyond the original validity period of the Bid, or beyond any period of extension if requested under ITB 22.2.

23.3 Any Bid not accompanied by an enforceable and compliant Bid security shall be rejected by the Employer as non-responsive.

23.4 The Bid security of unsuccessful Bidders shall be returned as promptly as possible upon the successful Bidder's furnishing of the performance security pursuant to ITB 49.

23.5 The Bid security of the successful Bidder shall be returned as promptly as possible once the successful Bidder has signed the Contract and furnished the required performance security.

23.6 The Bid security may be forfeited:

- (a) if a Bidder withdraws its Bid during the period of Bid validity specified by the Bidder on the Letter of Bid
- or
- (b) if the successful Bidder fails to:
 - (i) Sign the Contract in accordance with ITB 48;
 - or
 - (ii) Furnish a performance security in accordance with ITB 49.

23.7 The Bid Security of a JV shall be in the name of the JV that submits the Bid. If the JV has not been legally

constituted at the time of Bidding, the Bid Security shall be in the names of all future partners as named in the letter of intent referred to in ITB 4.1.

- 23.8 If a Bid security is not required in the BDS, and
- (a) a Bidder withdraws its Bid during the period of Bid validity specified by the Bidder on the Letter of Bid, except as provided in ITB 22.2, or
 - (b) the successful Bidder fails to:
 - (i) sign the Contract in accordance with ITB 48;
or
 - (ii) furnish a performance security in accordance with ITB 49;
the Employer may, if provided for in the BDS declare the Bidder disqualified to be awarded a contract by the Employer for a period of time as stated in the BDS.

24. Format and Signing of Bid

24.1 The Bidder shall prepare one original of the documents comprising the Bid as described in ITB 14 and clearly mark it —ORIGINAL. In addition, the Bidder shall submit copies of the Bid, in the number specified in the BDS and clearly mark them —COPY. In the event of any discrepancy between the original and the copies, the original shall prevail.

24.2 The original and all copies of the Bid shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the Bidder. This authorization shall consist of a written confirmation as specified in the BDS and shall be attached to the Bid. The name and position held by each person signing the authorization must be typed or printed below the signature. All pages of the original Bid where entries or amendments have been made shall be signed or initialed by the person signing the Bid.

24.3 A Bid submitted by a JV shall be signed so as to be

legally binding on all partners.

- 24.4 Any interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Bid.

D. Submission and Opening of Bids

25. Submission, Sealing and Marking of Bids

25.1 Bidders may always submit their Bids by mail or by hand. When so specified in the BDS, Bidders shall have the option of submitting their Bids electronically. Procedures for submission, sealing and marking are as follows:

- (a) Bidders submitting Bids by mail or by hand shall enclose the original and each copy of the Bid, including alternative Bids, if permitted in accordance with ITB 16, in separate sealed envelopes, duly marking the envelopes as “ORIGINAL”, “ALTERNATIVE” and “COPY”. These envelopes containing the original and the copies shall then be enclosed in one single envelope. The rest of the procedure shall be in accordance with ITB 25.2 and 25.3.
- (b) Bidders submitting the Bids electronically shall follow the electronic Bid submission procedures specified in the BDS.

25.2 The inner and outer envelopes shall:

- (a) Bear the name and address of the Bidder;
- (b) Be addressed to the Employer in accordance with ITB 25.1;
- (c) Bear the specific identification of this Bidding process indicated in accordance with ITB 1.1; and
- (d) Bear a warning not to open before the time and date for Bid opening.

25.3 If all envelopes are not sealed and marked as required, the Employer will assume no responsibility for the

misplacement or premature opening of the Bid.

26. Deadline for Submission of Bids

26.1 Bids must be received by the Employer at the address and no later than the date and time indicated in the BDS.

26.2 The Employer may, at its discretion, extend the deadline for the submission of Bids by amending the Bidding Document in accordance with ITB 11, in which case all rights and obligations of the Employer and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

27. Late Bids

27.1 The Employer shall not consider any Bid that arrives after the deadline for submission of Bids, in accordance with ITB 26. Any Bid received by the Employer after the deadline for submission of Bids shall be declared late, rejected, and returned unopened to the Bidder.

28. Withdrawal, Substitution, and Modification of Bids

28.1 A Bidder may withdraw, substitute, or modify its Bid after it has been submitted by sending a written notice, duly signed by an authorized representative, and shall include a copy of the authorization in accordance with ITB 24.2, (except that withdrawal notices do not require copies). The corresponding substitution or modification of the Bid must accompany the respective written notice. All notices must be:

(a) Prepared and submitted in accordance with ITB 24 and ITB 25 (except that withdrawals notices do not require copies), and in addition, the respective envelopes shall be clearly marked “WITHDRAWAL”, “SUBSTITUTION”, “MODIFICATION” and;

(b) Received by the Employer prior to the deadline prescribed for submission of Bids, in accordance with ITB 26.

28.2 Bids requested to be withdrawn in accordance with ITB 28 shall be returned unopened to the Bidders.

28.3 No Bid may be withdrawn, substituted, or modified in the interval between the deadline for submission of Bids and the expiration of the period of Bid validity specified by the Bidder on the Letter of Bid or any extension thereof.

29. Bid opening

29.1 The Employer shall conduct the opening of Technical Bids in the presence of Bidders' designated representatives who choose to attend, and at the address, date and time specified in the BDS. Any specific electronic Bid opening procedures required if electronic Bidding is permitted in accordance with ITB Sub-clause 25.1 shall be as specified in the BDS. The Price Bids will remain unopened and will be held in custody of the Employer until the specified time of their opening. If the Technical Bid and the Price Bid are submitted together in one envelope, the Employer may reject the entire Bid. Alternatively, the Price Proposal may be immediately resealed by the bid opening committee for evaluation.

29.2 First, envelopes marked "WITHDRAWAL" shall be opened and read out and the envelope with the corresponding Bid shall not be opened, but returned to the Bidder. No Bid withdrawal shall be permitted unless the corresponding withdrawal notice contains a valid authorization to request the withdrawal and is read out at Bid opening. Next, envelopes marked "SUBSTITUTION" shall be opened. The inner envelopes containing the Substitution Technical Bid and/or Substitution Price Bid shall be exchanged for the corresponding envelopes being substituted, which are to be returned to the Bidder unopened. Only the Substitution Technical Bid, if any, shall be opened, read out, and recorded. Substitution Price Bid will remain unopened in accordance with ITB Sub-Clause 29.1. No envelope shall be substituted unless the corresponding Substitution Notice contains a valid authorization to request the substitution and is read out and recorded at Bid opening. Envelopes marked

“MODIFICATION” shall be opened. No Technical Bid and/or Price Bid shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of Technical Bids. Only the Technical Bids, both Original as well as Modification are to be opened, read out, and recorded at the opening. Price Bids, both Original as well as Modification, will remain unopened in accordance with ITB Sub-Clause 29.1.

29.3 All other envelopes holding the Technical Bids shall be opened one at a time, reading out: the name of the Bidder, and indicating whether there is a modification or substitution; the presence or absence of a Bid security and any other details as the Employer may consider appropriate. Only Technical Bids and alternative Technical Bids read out and recorded at Bid opening shall be considered for evaluation. No Bid shall be rejected at Bid opening except for late Bids, in accordance with ITB 27.1.

29.4 The Employer shall prepare a record of the opening of Technical Bids that shall include, as a minimum: the name of the Bidder and whether there is a withdrawal, substitution, or modification and the presence or absence of a Bid security or a Bid securing declaration, if one was required. The Bidders’ representatives who are present shall be requested to sign the record. The omission of a Bidder’s signature on the record shall not invalidate the contents and effect of the record. A copy of the record shall be distributed to all Bidders who submitted Bids in time.

29.5 At the end of the evaluation of the Technical Bids, the Employer will invite Bidders who have submitted substantially responsive Technical Bids and who have been determined as being qualified for award to attend the opening of the Price Bids. The date, time, and location of the opening of Price Bids will be advised

in writing by the Employer. Bidders shall be given reasonable notice of the opening of Price Bids.

- 29.6 The Employer will notify Bidders in writing who have been rejected on the grounds of their Technical Bids being substantially non-responsive to the requirements of the Bidding Document and return their Price Bids unopened.
- 29.7 The Employer shall conduct the opening of Price Bids of all Bidders who submitted substantially responsive Technical Bids, in the presence of Bidders' representatives who choose to attend at the address, date and time specified by the Employer. The Bidder's representatives who are present shall be requested to sign a register evidencing their attendance
- 29.8 All other envelopes holding Price Bids shall be opened one at a time, reading out: the name of the Bidder, and indicating whether there is a modification or substitution; the Bid Prices, including any discounts and alternative offers, and any other details as the Employer may consider appropriate. Only Price Bids, discounts, and alternative offers read out and recorded during the opening of Price Bids shall be considered for evaluation. No Bid shall be rejected at Bid opening.
- 29.9 The Employer shall prepare a record of the opening of Price Bids that shall include, as a minimum: the name of the Bidder, the Bid Price (per lot if applicable), any discounts, and alternative offers. The Bidders' representatives who are present shall be requested to sign the record. The omission of a Bidder's signature on the record shall not invalidate the contents and effect of the record. A copy of the record shall be distributed to all Bidders who submitted Bids in time.

E. Evaluation and Comparison of Bids

- 30. Confidentiality**
- 30.1 Information relating to the evaluation of Bids and recommendation of Contract award shall not be disclosed to Bidders or any other persons not officially concerned with such process until the publication of Contract award.
- 30.2 Any attempt by a Bidder to influence the Employer in the evaluation of the Bids or Contract award decisions may result in the rejection of its Bid.
- 30.3 Notwithstanding ITB 30.2, from the time of Bid opening to the time of Contract award, if any Bidder wishes to contact the Employer on any matter related to the Bidding process, it should do so in writing.
- 31. Clarification of Bids**
- 31.1 To assist in the examination, evaluation, and comparison of the Technical and Price Bids, and qualification of the Bidders, the Employer may, at its discretion, ask any Bidder for a clarification of its Bid. Any clarification submitted by a Bidder that is not in response to a request by the Employer shall not be considered. The Employer's request for clarification and the response shall be in writing. No change in the Technical Bid or prices in the Price Bid shall be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by the Employer in the evaluation of the Bids, in accordance with ITB 39.
- 31.2 If a Bidder does not provide clarifications of its Bid by the date and time set in the Employer's request for clarification, its Bid may be rejected.

- 32. Deviations, Reservations, and Omissions**
- 32.1 During the evaluation of Bids, the following definitions apply:
- (a) Deviation: is a departure from the requirements specified in the Bidding Document;
 - (b) Reservation: is the setting of limiting conditions or withholding from complete acceptance of the requirements specified in the Bidding Document; and
 - (c) Omission: is the failure to submit part or all of the information or documentation required in the Bidding Document.
- 33. Preliminary Examination of Technical Bids**
- 33.1 The Employer shall examine the Technical Bid to confirm that all documents and technical documentation referenced in ITB Sub-Clause 14.2 have been provided, and to determine the completeness of each document submitted. If any of these documents or information is missing, the Bid may be rejected.
- 33.2 The Employer shall confirm that the following documents and information have been provided in the Technical Bid. If any of these documents or information is missing, the offer shall be rejected.
- (a) Letter of Technical Bid;
 - (b) written confirmation of authorization to commit the Bidder;
 - (c) Bid Security, if applicable; and
 - (d) Technical Proposal in accordance with ITB 19.
- 34. Responsiveness of Technical Bid**
- 34.1 The Employer's determination of a Bid's responsiveness is to be based on the contents of the Bid itself, as defined in ITB 14.
- 34.2 A substantially responsive Technical Bid is one that meets the requirements of the Bidding Document without material deviation, reservation, or omission. A

material deviation, reservation, or omission is one that,

- (a) if accepted, would:
 - i. affect in any substantial way the scope, quality, or performance of the IT Products and Services specified in the Contract; or
 - ii. limit in any substantial way, inconsistent with the Bidding Document, the Employer's rights or the Bidder's obligations under the proposed Contract; or
- (b) if rectified, would unfairly affect the competitive position of other Bidders presenting substantially responsive Bids

34.3 The Employer shall examine the technical aspects of the Bid submitted in accordance with ITB 19, Documents Establishing Conformity of the IT Products and Services, in particular, to confirm that all requirements of Section VI (Schedule of Requirements) have been met without any material deviation, reservation, or omission.

34.4 If a Bid is not substantially responsive to the requirements of the Bidding Document, it shall be rejected by the Employer and may not subsequently be made responsive by correction of the material deviation, reservation, or omission.

**35. Nonmaterial
Nonconformities**

35.1 Provided that a Bid is substantially responsive, the Employer may waive any nonconformity in the Bid that does not constitute a material deviation, reservation or omission.

35.2 Provided that a Bid is substantially responsive, the Employer may request that the Bidder submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities in the Bid related to documentation requirements. Requesting information or documentation on such nonconformities shall not be

related to any aspect of the price of the Bid. Failure of the Bidder to comply with the request may result in the rejection of its Bid.

35.3 Provided that a Bid is substantially responsive, the Employer shall rectify quantifiable nonmaterial nonconformities related to the Bid Price. To this effect, the Bid Price shall be adjusted, for comparison purposes only, to reflect the price of a missing or non-conforming item or component. The adjustment shall be made using the method indicated in Section III (Evaluation and Qualification Criteria).

36. Evaluation of Bids

36.1 The Employer will evaluate and compare the Bids that have been determined to be substantially responsive, pursuant to ITB 32, 33, 34 and 35. The evaluation will be performed assuming either that:

(a) the Contract will be awarded to the lowest evaluated responsive Bidder for the entire IT Products and Services required by the Employer; or

(b) if specified in the Section III (Evaluation and Qualification Criteria), Contracts will be awarded to the Bidders for each individual lot, or slice defined in Section VI (Schedule of Requirements) whose Bids result in the lowest combined evaluated price for the entire IT Products and Services required by the Employer.

36.2 The Employer shall use the criteria and methodologies indicated in ITB 36 to ITB 43. No other evaluation criteria or methodologies shall be permitted.

36.3 The Employer's evaluation of a Bid will be made on the basis of prices quoted in accordance with ITB 20.

**37. Detailed
Evaluation of
Technical Bids**

- 37.1 The Employer will carry out a detailed technical evaluation of the Bids not previously rejected as being substantially non-responsive, in order to determine whether the technical aspects are in compliance with the Bidding Document. In order to reach such a determination, the Employer will examine and compare the technical aspects of the Bids on the basis of the information supplied by the Bidders.

For Reference Only

37.2 If the Employer has chosen to give weight to important technical factors (i.e., the price weight, X, is less than 100 in the evaluation), that cannot be reduced to life-cycle costs or pass/fail criteria, the Total Technical Points assigned to each Bid in the Evaluated Bid Formula will be determined by adding and weighting the scores assigned by an evaluation committee to technical features of the Bid in accordance with the criteria set forth below.

(a) The categories of technical features that could be evaluated are generally defined below and specifically identified in Section III (Evaluation and Qualification Criteria):

(i) Performance, capacity, or functionality features such as those that either exceed levels specified as mandatory or desirable in Section VI (Schedule of Requirements); meet the Employer's business requirements, reduce the Employer's level of risk, or influence the life-cycle cost and effectiveness of the Products and Services

(ii) Usability features, such as ease of use, ease of administration and implementation, or ease of expansion, compatibility with existing infrastructure, systems and applications, which influence life-cycle cost and effectiveness of the Products and Services.

(iii) The thoroughness, reasonableness, and responsiveness of the Bidder's preliminary plans such as the project plan, implementation plan, and transition plan in assisting the Employer to successfully achieve its requirements.

(iv) The thoroughness, reasonableness, and responsiveness of the proposed arrangements for support such as management and coordination, training, quality assurance,

technical support, logistics, problem resolution, and transfer of knowledge, and other such activities as specified in the Volume 2- Section VI (Schedule of Requirements).

(v) Other relevant factors, if any, listed in Section III (Evaluation and Qualification Criteria).

(b) As specified in the Section III (Evaluation and Qualification Criteria), appropriate features within these technical categories will be identified and given a weighting as part of the technical evaluation.

For Reference Only

- 37.3 Where alternative technical solutions have been allowed in accordance with ITB 16, and offered by the Bidder, the Employer will make a similar evaluation of the alternatives. Where alternatives have not been allowed but have been offered, they shall be ignored.
- 38. Eligibility and Qualification of the Bidder**
- 38.1 The Employer shall determine to its satisfaction during the evaluation of Technical Bids whether a Bidder meets the eligibility and qualifying criteria specified in Section III (Evaluation and Qualification Criteria).
- 38.2 The determination shall be based upon an examination of the documentary evidence of the Bidder's qualifications submitted by the Bidder, pursuant to ITB 18.
- 38.3 An affirmative determination shall be a prerequisite for the opening and evaluation of a Bidder's Price Bid. A negative determination shall result into the disqualification of the Bid, in which event the Employer shall return the unopened Price Bid to the Bidder.

38.4 The capabilities of the manufacturers and Sub Contractors proposed in its Bid to be used by the Bidder will also be evaluated for acceptability in accordance with Section III (Evaluation and Qualification Criteria). Their participation should be confirmed with a letter of intent between the parties, as needed. Should a manufacturer or Sub Contractor be determined to be unacceptable, the Bid will not be rejected, but the Bidder will be required to substitute an acceptable manufacturer or Sub Contractor without any change to the Bid price. Prior to signing the Contract, the corresponding Appendix to the Contract Agreement shall be completed, listing the approved manufacturers or Sub Contractors for each item concerned.

**39. Correction of
Arithmetical
Errors**

39.1 During the evaluation of Price Bids, the Employer shall correct arithmetical errors on the following basis:

- i) if there is a discrepancy between the unit price and the total price, which is obtained by multiplying the unit price and quantity, or between added or subtracted subtotals and totals, the unit or subtotal price shall prevail and the total price shall be corrected, unless in the opinion of the Employer there is an obvious misplacement of the decimal point in the unit or subtotal prices, in which case the line item total as quoted shall govern and the unit price or subtotal shall be corrected.
- ii) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to (a) above.

- 39.2 If the Bidder that submitted the lowest evaluated substantially responsive Bid does not accept the correction of errors, its Bid shall be declared non-responsive.
- 40. Conversion to Single Currency** 40.1 For evaluation and comparison purposes, the currency(ies) of the Bid shall be converted into a single currency as specified in the BDS.
- 41. Margin of Preference** 41.1 Unless otherwise specified in the BDS, no margin of preference shall apply.

For Reference Only

42. Evaluation of Price Bids 42.1

The Evaluated Bid Price (P) for each responsive Bid will be determined as the sum of the Adjusted Bid Price (AP) plus the Recurrent Costs (R); where the Adjusted Bid Price (AP) is determined as:

- (a) The price of the IT Products offered from within or from outside the Employer's country, in accordance with ITB 20.5; plus
- (b) The total price for all Services such as software development, transportation, insurance, installation, customization, integration, commissioning, testing, acceptance, training, technical support, repair, and any other Services.
- (c) With adjustments for:
 - (i) Products and Services that are left out or are necessary to correct minor deviations of the Bid will be added to the total Bid price using costs taken from the highest prices from other responsive Bids for the same Products and Services, or in the absence of such information, the cost will be estimated at prevailing list prices. If the missing Products and Services are scored as a technical failure, the relevant score will be set at zero
 - (ii) Price adjustment due to quantifiable non material nonconformities in accordance with ITB 35.
 - (iii) Corrections to errors in arithmetic, in accordance with ITB 39
 - (iv) Converting the amount resulting from applying (i) to (iii) above, if relevant, to a single currency in accordance with ITB 40.
 - (v) The evaluation factors indicated in Section III (Evaluation and Qualification Criteria).
- (d) The Recurrent Costs (R) are reduced to net present value and determined using the following formula:

$$R = \sum_{x=1}^{N+M} \frac{R_x}{(1+I)^x}$$

Where,

N = number of years of the Warranty Period, defined in PC Clause 29.2 (C)

M = number of years of the Post-Warranty Services Period, as defined in PC Clause 1

X = an index number 1, 2, 3, ... N + M representing each year of the combined Warranty Service and Post-Warranty Service Periods

R_x = total Recurrent Costs per year “x,” as recorded in the Recurrent Cost Form

I = discount rate to be used for the Net Present Value calculation, as specified in **BDS**.

- 42.2 If price adjustment is allowed in accordance with ITB 20.8, the estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be taken into account in Bid evaluation.
- 42.3 If this Bidding Document allows Bidders to quote separate prices for different lots (Contracts), and the award to a single Bidder of multiple lots (Contracts), the methodology to determine the lowest evaluated price of the lot (Contract) combinations, including any discounts offered in the Letter of Bid, is specified in Section III (Evaluation and Qualification Criteria).
- 42.4 If the Bid, which results in the Lowest Evaluated substantially responsive Bid, is seriously unbalanced or front loaded in the opinion of the Employer, the Employer may require the Bidder to produce detailed price analyses for any or all items of the Price Schedules, to demonstrate the internal consistency of those prices with the methods and time schedule proposed. After evaluation of the price analysis, taking into consideration the terms of payment, the Employer may require that the amount of the performance security be increased at the expense of the Bidder to a level sufficient to protect the Employer against financial loss in the event of default of the successful Bidder under the Contract.
- 43. Comparison of Bids**
- 43.1 The Employer shall compare all substantially responsive Bids in accordance with ITB 42.1 to determine the lowest evaluated substantially responsive Bid.

44. Employer’s Right to Accept Any Bid, and to Reject Any or All Bids

44.1 The Employer reserves the right to accept or reject any Bid, and to annul the Bidding process and reject all Bids at any time prior to Contract award, without thereby incurring any liability to Bidders without specifying any reason. In case of annulment, all Bids submitted and specifically, Bid securities, shall be promptly returned to the Bidders.

For Reference Only

F. Award of Contract

- 45. Employer’s Right to Vary Quantities at Time of Award** 45.1 The Employer reserves the right at the time of Contract award to increase or decrease, by the percentage(s) indicated in the BDS, any of the following:
- (a) the quantity of substantially identical IT Products and Services; or
 - (b) the quantity of individual Hardware, Software, related equipment, Materials, products, and other Goods that are components of the Project to which this procurement applies; or
 - (c) the quantity of Installation or other Services to be performed,
- From that originally specified in Section VI (Schedule of Requirements) (as amended by any Addenda issued pursuant to ITB Clause 11), without any change in unit prices or other items and conditions.
- 46. Award Criteria** 46.1 The Employer shall award the Contract to the Bidder whose offer has been determined to be the lowest evaluated responsive Bid and is substantially responsive to the Bidding Document, provided further that the Bidder is determined to be eligible and qualified to perform the Contract satisfactorily.
- 47. Notification of Award** 47.1 Prior to the expiration of the period of Bid validity, the Employer shall notify the successful Bidder, in writing, that its Bid has been accepted. The notification letter (hereinafter and in the Conditions of Contract and Contract Forms called the —Letter of Acceptance) shall specify the sum that the Employer will pay the Contractor in consideration of the execution and completion of the IT Products and Services (hereinafter and in the Conditions of Contract and Contract Forms called Contract Price
- 47.2 At the same time, the Employer shall also notify all other Bidders of the results of the Bidding, and shall publish the results identifying the Bid and lot numbers

and the following information: (i) name of each Bidder who submitted a Bid; (ii) Bid prices as read out at Bid Opening; (iii) name and evaluated prices (and Bid score if weighted scoring system was used) of each Bid that was evaluated; (iv) name of Bidders whose Bids were rejected and the reasons for their rejection; and (v) name of the winning Bidder, and the Price it offered, as well as the duration and summary scope of the Contract awarded.

- 47.3 Until a formal Contract is prepared and executed, the notification of award shall constitute a binding Contract.
- 47.4 The Employer shall promptly respond in writing to any unsuccessful Bidder who, after notification of award in accordance to ITB 47.2, requests in writing the grounds on which its Bid was not selected.

- 48. Signing of Contract**
- 48.1 Promptly upon notification, the Employer shall send the successful Bidder the Contract Agreement.
- 48.2 Within fourteen (14) days of receipt of the Contract Agreement, the successful Bidder shall sign, date, and return the Contract Agreement to the Employer.
- 49. Performance Security**
- 49.1 Within fourteen (14) days of the receipt of notification of award from the Employer, the successful Bidder shall furnish the performance security in accordance with the General Conditions, subject to ITB 42.4, using for that purpose the Performance Security Form included in Section IX (Contract Forms), or another form acceptable to the Employer.
- 49.2 Failure of the successful Bidder to submit the above-mentioned Performance Security or sign the Contract shall constitute sufficient grounds for the annulment of the award and forfeiture of the Bid security or execution of the Bid Securing Declaration. In that event the Employer may award the Contract to the next lowest evaluated substantially responsive Bidder whose offer is substantially responsive and is determined by the Employer to be qualified to perform the Contract satisfactorily.

50. Adjudicator

50.1

Unless the BDS states otherwise, the Employer proposes that the person named in the BDS be appointed as Adjudicator under the Contract to assume the role of informal Contract dispute mediator, as described in GC Clause 52. In this case, a resume of the named person is attached to the BDS. The proposed hourly fee of the Adjudicator is specified in the BDS. The expenses that would be considered reimbursable to the Adjudicator are also specified in the BDS. If a Bidder does not accept the Adjudicator proposed by the Employer, it should state its non-acceptance in its Bid Submission Form and make a counterproposal of an Adjudicator and an hourly fee, attaching a resume of the alternative. If the successful Bidder and the Adjudicator nominated in the BDS happen to be from the same country, and this is not the country of the Employer too, the Employer reserves the right to cancel the Adjudicator nominated in the BDS and propose a new one. If by the day the Contract is signed, the Employer and the successful Bidder have not agreed on the appointment of the Adjudicator, the Adjudicator shall be appointed, at the request of either party, by the Appointing Authority specified in the PC clause relating to GC Clause 52.1(e), or if no Appointing Authority is specified there, the Contract will be implemented without an Adjudicator.

Section II – Bid Data Sheet

A. Introduction	
ITB 1.1	<p>The number of the Procurement Activity is: MODE/01/PR-LGC/NCB/2025</p> <p>The Employer is: Secretary , Ministry of Digital Economy(MODE)</p> <p>The name of the Procurement Activity is:</p> <p>Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).</p> <p>The identification number of the Procurement Activity is: MODE/01/PR-LGC/NCB/2025</p>
ITB 2.1	Source of Funds GoSL
ITB 4.1	Joint Ventures are allowed and Foreign Bidders are not allowed .
ITB 7.1	Sub Contracts are applicable but not specified for any component
ITB 7.5	Not Applicable
B. Contents of Bidding Document	
ITB 10.1	<p>For clarification purposes only, the Employer's address is:</p> <p>Attention:</p> <p>Chief Accountant</p> <p>Ministry of Digital Economy</p> <p>Level 11, Unit No: 1101, One Galle Face Tower,</p> <p>No 1 A, Centre Road, Galle Face,</p> <p>Colombo 02.</p> <p>Telephone : +94 11 2334575</p> <p>Fax: + 94 11 2334576</p> <p>E-mail : procurement@mode.gov.lk</p>

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

ITB 10.2	A site visit will not allowed
ITB 10.4	<p>A Pre-Bid meeting will be held:</p> <p>Date: May 15th Thursday, 2025</p> <p>Time: 11.00 hrs</p> <p>Location : 4th Floor, Information Communication Technology Agency of Sri Lanka (ICTA) , No 490, 4th Floor, R. A. De Mel Mawatha, Colombo 03</p> <p>(Potential bidders are strictly advised to review the bidding document prior to participating in the pre bid meeting.)</p>
ITB 14.1	<p>Any other documents-</p> <ol style="list-style-type: none"> 1. Certified Business Registration 2. Audited Financial statements for immediately preceding Three (03) years 3. Copy of VAT registration 4. Project completion reports in relation to Specific and General experience 5. PCA3 Form
C. Preparation of Bids	
ITB 16.1	<p>Alternative Bids shall be permitted for the following Software, Products and/or Services.</p> <p>None.</p>
ITB 19.7	The use of specific item brand names and/or standards is not prohibited .
ITB 20.1	<p>Bidder shall quote for the entire requirement on a —single responsibility basis unless exceptions are listed as follows:</p> <p>"No exceptions"</p>
ITB 20.5	The Incoterms edition is — N/A
ITB 20.5(a)	For (foreign) Goods, System Software and Services supplied outside Sri Lanka shall be quoted inclusive of all the cost components except VAT.
ITB	Prices of services/goods/key staff must include all cost components, taxes and

20.6	need to bare by the supplier except VAT
ITB 20.8	The prices quoted by the Bidder shall be Fixed
ITB 20.11	Not Applicable
ITB 21.1	Bid prices shall be quoted only in Sri Lankan Rupees (LKR)
ITB 22.1	The bid validity period shall be 91 days after the Deadline for Submission of Bids, as specified below in reference to ITB Clause 26. The bid shall be valid until and inclusive of 25th August, 2025
ITB 23.1	Bids shall include a Bid Security issued by commercial bank using the form included in Section IV (Bidding Forms). The amount and currency of the bid security shall be ; Sri Lanka Rupees eight million (LKR. 8,000,000.00). The Bid Security shall be issued in favor of Secretary, the Ministry of Digital Economy (MODE)
ITB 23.2	Bid Security must be submitted using only the prescribed form included in this Bidding Document. Bid Security should be from a Local Commercial Bank approved by the Central Bank of Sri Lanka which is operate in Sri Lanka and valid for 28 days beyond the validity period of the bid. i.e. 22th September 2025
ITB 24.1	In addition to the original copy of the bid, the number of copies is: For Technical proposals one (1) Copy. In addition, one softcopy of the technical proposals must also be submitted in PDF format . However, bidder shall not include any cost/financial proposals in technical proposals. <u>If the bidder includes any financial proposals with technical proposals or inside the technical proposals envelop its bid will be rejected.</u> For Financial proposals only original in a separate envelope. Please note that only financial proposals such as Bid Form, Price Schedule Forms, Grand Summary Cost Table and all other relevant cost tables should be included. NOTE; (As this Procurement is -Two envelops method, the Technical and Financial proposals should be in two separate sealed envelopes and both should be put in to one outer cover).

ITB 24.2	<p>The written confirmation of authorization to sign on behalf of the Bidder shall consist of:</p> <p>a. If a bid submitted by a Limited liability company or a corporation; Power of Attorney (either notarized or attested by an appropriate authority in the Bidder’s home country) or a Board resolution certified by the company secretary.</p> <p>c. If a bid is submitted by a Single Proprietor: Power of Attorney shall be required only if the bid is signed by (i) person other than the single proprietor who is the bidder; or (ii) a person other than the owner of a single Proprietorship who is the bidder.</p>
D. Submission and Opening of Bids	
ITB 25.1	Bidders will not have the option of submitting their bids electronically .
ITB 25.1 (b)	Not Applicable
ITB 26.1	<p>For bid submission purposes only, the Employer’s address is Attention: Secretary, Ministry of Digital Economy(MODE) , Level 11, Unit No: 1101,One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02 The deadline for bid submission is Date: 21st May, 2025 Time: 14.00 hrs.</p>
ITB 29.1	<p>The opening of Technical Bids shall take place immediately after bid closing at Ministry of Digital Economy(MODE), Meeting Room, Level 11, Unit No: 1101,One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02 Date: 26th May 2025</p>
ITB 29.1	Electronic bid submission is not permitted .
E. Evaluation and Comparison of Bids	
ITB 40.1	<p>The currency that shall be used for bid evaluation and comparison purposes to convert all bid prices expressed in various currencies into a single currency is: Not Applicable</p>

ITB 41.1	A margin of preference shall not apply .
ITB 42.1.(d)	The Net Present Value (NPV) discount rate (I) is –Not Applicable
ITB 45.1	20% +/- (Purchaser reserves the right to increase or decrease the quantity by 20% without any change in the unit price or other terms of the contract)
ITB 50	Disputes will be resolved in accordance of the method mention in the clause 52 of the particular condition of the contract document.

For Reference Only

Section III – Evaluation and Qualification Criteria

For Reference Only

Section III – Evaluation and Qualification Criteria

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3. Evaluation of Bids

This section contains the criteria that the Employer will use to evaluate and qualify bidders. The bidder shall provide all the information request in the forms included in Section IV- Bidding Forms and BDS.

3.1.Preliminary Examination of Technical Bids

The Employer shall confirm that the following documents and information have been provided in the Technical Bid. If any of these documents or information is missing, the offer shall be rejected.

- (a) Letter of Technical Bid;
- (b) Written confirmation of authorization to commit the Bidder;
- (c) Bid Security,
- (d) Technical Proposal in accordance with ITB 19.
- (e) PCA3 Form

3.2.Eligibility and Qualification of the Bidder

The Employer will review all Technical Bids submitted to determine whether the Bidder is eligible and qualified (as per the Bidder's Qualification Criteria specified in this Section III) and whether each Bid is responsive using the following criteria pursuant to ITB Clause 34 & 38.

- a) The Bidders must meet the Eligibility and Qualification Requirements outlined in Bidder's Qualification Criteria specified in this Section III –3.7: Eligibility and Qualification Requirements of the Bidder
- b) The Bid is substantially complete in that it provides the information outlined in the Bidder Response Format Section IV – Bidding Forms (Employer assessment)
The Bid should be considered substantially complete if the information outlined in Section IV – Bidding Forms (Employer Assessment) is provided
- c) All Bids that satisfy the above criteria in item (a) and (b) will be considered for the detailed technical evaluation.

3.3.Detailed Evaluation of Technical Bids

The Employer will evaluate the Technical Bids pursuant to ITB Clause 37 using the following criteria:

- a) In order to evaluate the quality aspects of the Technical Bid, Bidder must state comprehensively with sufficient details, how their Bid meets the Technical Requirements specified in Section VI (Schedule of Requirements) Sufficient documentary evidence shall be provided where applicable.
- b) Bidder's Technical bid must meet all the requirements stipulated in Section VI (Schedule of Requirements including Annexures) of this Bidding Document.

3.3.1. Evaluation components and applicable ratings

Bidders who comply with all the requirements in Section VI will qualify for further technical evaluation as described under in this section. The proposal will be considered for the financial evaluation if the bidder scores more than 70% of the allocated marks for the technical proposal as a whole, and the bidder should score more than 70% for each item of Section III- 3.3.2

The Bidder shall provide adequate information to demonstrate clearly on the evaluation criteria's covering all the sub points under each category. In case if bidder fails to provide evidences for each item in criteria column as per Section IV – Form 4.4, bidder should propose same using different approach with clear evidences will be accepted for further evaluation and points will be allocated accordingly.

3.3.2. Technical marks assigned for each category

#	Criteria	Description	Sub-Points	Max Marks	Scoring Guidelines	Reference
1	Industry Certifications for Standardization (e.g., ISO or equivalent)	Evaluates bidder's adherence to recognized standards (e.g., ISO or equivalent)) indicating operational excellence.	1. Quality Management (e.g., ISO 9001) 2. InfoSec Certifications (e.g., ISO/IEC 27001, SOC 2) 3. Service Management (e.g., ISO/IEC 20000)	100	<ul style="list-style-type: none"> • All 3 types: 100 marks • Any 2 types: 70 marks • Only 1 type: 40 marks 	Technical Write-up / Certificate Attachments
2	Data Center Operations and NOC/SOC Capabilities	Assesses maturity and reliability of real-time monitoring, incident response, and data center availability.	1. NOC/SOC Operational Years 2. Incident Response Tools/Protocols 3. 24x7 Ops Team Availability	100	<ul style="list-style-type: none"> • 5+ years NOC/SOC: 40 • Real-time monitoring platform (e.g., SIEM): 30 • 24x7 staffed ops team: 30 	Technical Proposal / detail clarification on methodology of providing a dedicated cloud / Case Studies /
3	Experience in Large-Scale (at least LKR 100 million) Cloud Implementation and Migration	Demonstrates ability to execute complex migrations, backups, and operational transitions.	1. Evidence of 2+ successful projects 2. Documentation of migration plan 3. Disaster Recovery / Backup Strategy	100	<ul style="list-style-type: none"> • 1 : 60 • 2 : 20 • 3 : 20 	Datasheets / Migration Architecture Docs
4	Security, Compliance, and Future Scalability	Focus on security posture, auditability, and readiness	1. InfoSec Audits + Monitoring 2. Regulatory Readiness	100	<ul style="list-style-type: none"> • 1 : 30 • 2 : 40 • 3 : 30 	Compliance Reports / Roadmap Docs

		for future scale, monetization, and regulation.	3. Cloud-native scalability roadmap			
	Lift and Shift	Shortest Time to Lift and Shift	<p><i>1. Modern Tools & Scalable Infrastructure - Use of tools such as Kubernetes</i></p> <p><i>2. Fastest Timeline - Shortest time to complete the transition.</i></p> <p><i>3. Clear Standards Compliance - Compliance with international cloud standards and best practices.</i></p> <p><i>4. Comprehensive Dashboards and Reporting - Proposal for detailed, actionable reporting dashboards.</i></p> <p><i>5. Clear methodology for efficient data capture and tenant wise utilization visibility</i></p>	100	<ul style="list-style-type: none"> • 1 : 20 • 2 : 20 • 3 : 20 • 4: 20 • 5 : 20 	Technical Proposal / Migration Architecture Docs/ PTS for lift and shift

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

3.4. Price Evaluation

The Lowest Evaluated Bid Price (Adjusted Bid Price plus the Recurrent Costs) will be identified by the Employer pursuant to ITB Clause 42 based on the following criteria:

The Adjusted Bid Price will be calculated as follows;

- (a) IaaS price for Existing Workloads
- (b) IaaS price for Future Pipeline Requirements
- (c) Adjustments made for:
 - (i) Arithmetic corrections
 - (ii) Net Present Value of Recurrent Costs (Not Applicable)

The Price Schedules, in which the above information must be presented, are given in Section IV- Bidding Forms.

3.4.1. Quantifiable Deviations and Omissions

Shall be based on the evaluated cost of fulfilling the contract in compliance with all contractual obligations under this bidding document. The Employer will assess the cost of such a deviation for the purpose of ensuring fair comparison of bids.

3.4.2. Time Schedule

A Bid offering to achieve Operational Acceptance earlier than the maximum number of weeks shall not be given credit for bid evaluation purposes.

3.4.3. Recurrent Costs – Not Applicable

3.4.4. Domestic Preference – Not Applicable

3.5. Combined Evaluation

The Employer’s evaluation of responsive bids will take into account technical factors, in addition to cost factors. An Evaluated Bid Score (B) will be calculated for each responsive bid using the following formula, which permits a comprehensive assessment of the bid price and the technical merits of each bid:

$$B \equiv \frac{P_{low}}{P} X + \frac{T}{T_{high}} (1 - X)$$

Where;

P = Evaluated Bid Price

P_{low} = the lowest of all Evaluated Bid Prices among responsive bids

T = the total Technical Marks awarded to the bid

T_{high} = the Technical Marks achieved by the bid that was scored highest among all responsive bids

Weight of the evaluated Bid Price (“X” in the evaluated Bid Score formula) = **80%**

The bid with the highest Evaluated Bid Score (B) among responsive bids shall be termed the Lowest Evaluated Bid and is eligible for Contract award, provided the Bidder was pre-qualified and/or it was found to be qualified to perform the Contract in accordance with post qualifications requirements stipulated in the Bidding Documents.

The Employer’s evaluation of responsive bids takes into account both technical and financial factors. An Evaluated Bid Score (B) will be calculated using the formula specified in the Bidding Document, with a typical weighting of 80% for price and 20% for technical score (unless otherwise indicated in the BDS).

The Bid with the highest Evaluated Bid Score among responsive bids is eligible for contract award, provided the Bidder is qualified under post-qualification requirements.

3.6. Post Qualification (Due Diligence)

Pursuant to ITB 38, the Employer may, at its own expense, and to the satisfaction of the Employer, require the Bidder with the Lowest Evaluated Bid to provide further information on the request to substantiate claims and information included in its Bid. This information may be subject to audit and review by the Employer and may involve site visits/inspections, verification with the bidder’s clients referenced in the bid, evaluate proposed team by the bidder and any other measures to verify if the bidder is capable of performing the contract.

An affirmative post-qualification determination will be a prerequisite for award of the Contract to the Lowest Evaluated Bidder. A negative determination will result in rejection of the Bidder’s bid, in which event the Employer will proceed to the next lowest evaluated Bidder to make a similar determination of that Bidder’s capabilities to perform satisfactorily.

The Employer may, at its expense, require the Lowest Evaluated Bidder to substantiate any claims or information in its Bid. This may include:

- Site visits and inspections.
- Verification of references and credentials.
- Further interviews or presentations by key proposed personnel.

An affirmative post-qualification determination is a prerequisite for the award of the Contract. A negative determination will result in the rejection of the Bid, in which event the Employer will proceed to the next Lowest Evaluated Bidder.

For Reference Only

3.7. Eligibility and Qualification Requirements of the Bidder

Bidders shall demonstrate they are qualified to bid as part of the bidding process and complete the forms set out Parts 1 and 2 in Table 1 under Bid Submission Form and Qualification of the Bidder. The detailed forms are found in Section IV Bidding Forms.

Criteria	Compliance Requirement				Documents
Requirement	Bidder				
	Single Entity	Joint Venture (existing or intended)			Submission requirements
		All members combined	Each member	At least one member	
3.7.1. Average Annual Turnover					
Minimum average certified annual turnover of 700 million within the last 3 years	Must meet requirement	Must meet requirement,	Lead Partner minimum 60% and other partner 40%	Not Applicable	Form 4.2.2
3.7.2. Financial Resources					
The Bidder must demonstrate access to, or availability of, financial resources such as liquid assets, unencumbered real assets, lines of credit, and other financial means, other than any contractual advance payments to meet: the cash-flow requirement: LKR 600 Mn	Must meet requirement	Must meet requirement	Lead Partner minimum 60% and other partner 40%	Not Applicable	Form 4.2.3

Criteria	Compliance Requirement				Documents	
Requirement	Bidder					Submission requirements
	Single Entity	Joint Venture (existing or intended)			At least one member	
		All members combined	Each member			
3.7.3. Experience						
3.7.3.1. General Experience						
Experience under Information Technology contracts in the role of contractor, JV partner subcontractor, or management contractor for at least the last Five years (5) prior to the bid submission deadline,	Must meet requirement	Lead party Must meet requirement, other party meet at least 3 years	Not Applicable	Not Applicable	Form 4.2.4	
3.7.3.2. Specific Experience in Contracts of a Similar Nature						
Bidder should have successfully completed at least one similar cloud infrastructure Migration, and Provision of Cloud Infrastructure as a Service (IaaS) project with a value at least LKR 100 million within the last Five (05) years.	Must meet requirement	Must meet requirement	Lead party (Primary Bidder) should be the Data center owner (at least must satisfy the Provision of Cloud Infrastructure as a Service (IaaS)) Other	Not Applicable	Form 4.2.5	

Criteria	Compliance Requirement				Documents
Requirement	Bidder				
	Single Entity	Joint Venture (existing or intended)			Submission requirements
		All members combined	Each member	At least one member	
			partner at least cloud infrastructure Migration		
3.7.3.3. Specific Experience Bidder/Subcontract in Key Nominated Activities					
Not Applicable					

3.8. Key Personnel and Details

The Bidder must demonstrate that it has the personnel for the key positions that meet the following requirements:

Bidder must propose an implementation and operations team composed of experienced international and/or local experts/consultants, who will assume overall responsibility for the implementation & operations of this project. The project manager and all other team members should have substantial experience in their specific technical and assigned areas. It is preferred if the key staff proposed for the project are full time employees of the Bidder. Bidder must provide a detailed staffing plan including resumes for the following key personnel.

It is mandatory for the implementation team that all the above product-certified specialists possess a professional-level or higher certification aligning to proposed solutions latest versions in their respective areas. For operational team, it is mandatory to possess a minimum of admin level certification aligning to the proposed solutions latest versions. The bidder must also clearly submit the certification status of each individual, which should be independently verifiable by the Employer.

3.8.1 Minimum Qualification of the Proposed Team

Minimum Qualification of the Proposed Support Team

Category	Certification	Count
Private cloud platform	Certified Professionals	5
Storage Solution	Certified/experienced Administrators (Minimum 3 years)	2
Fortinet	Certified/experienced Administrators (Minimum 3 years)	2
Redhat	Certified/experienced Administrators (Minimum 3 years)	2
Industry Standardization	ITIL or Equivalent	2

Minimum Qualification of the Proposed Team for Lift-and-Shift Migration to a Tier 3 Data Center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity.

Role	Minimum Qualifications	Count
Project Manager	Extensive experience in managing large-scale IT infrastructure projects, preferably data center migrations. Strong understanding of project management methodologies (e.g., PMP, PRINCE2). Excellent communication, leadership, and stakeholder management skills. Knowledge of risk management, budget management, and scheduling. Experience with national level projects is highly desirable.	01
Data Center Infrastructure Engineers	In-depth knowledge of data center infrastructure, including power, cooling, networking, and security systems. Experience with Tier 3 data center standards and requirements or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity. Expertise in hardware installation, configuration, and maintenance. Knowledge of data center monitoring and management tools. Certifications related to data center infrastructure (e.g., CDCP, CDCS) are highly valued.	03

Network Engineers	Expertise in network design, implementation, and troubleshooting. Strong knowledge of networking protocols (e.g., TCP/IP, routing, switching). Experience with network security and firewalls. Knowledge of data center networking architectures. Certifications like CCNA, CCNP, or equivalent are essential	02
Systems Administrators/Engineers,	Strong knowledge of server operating systems (e.g., Windows Server, Linux). Experience with virtualization technologies (e.g., VMware, Hyper-V). Expertise in storage systems and backup/recovery solutions. Knowledge of cloud migration tools and techniques. Experience with scripting and automation	02
Security Specialists,	Expertise in data center security best practices. Knowledge of security standards and compliance requirements (e.g., ISO 27001, NIST). Experience with security tools and technologies (e.g., firewalls, intrusion detection systems, access control). Certifications like CISSP, CISM, or equivalent are highly valued."	01
Database Administrators (DBAs)	"Expertise in database administration and migration. Strong knowledge of database management systems (e.g., Oracle, SQL Server, MySQL). Experience with database backup, recovery, and performance tuning. Experience with data integrity, and security."	02

3.9. Named Subcontractors –

Section IV – Bidding Forms

For Reference Only

Section IV – Bidding Forms

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4. **BID SUBMISSION FORMS - TECHNICAL BID****Table 1: Bidder Response Format – Technical Bid**

Order in Bid	Document Number and Information Required	Check Y/N	Page No.
I	Bidder's Front Page (Bidder's name, Bid details)		
II	Bidder Response Format – Technical Bid (as a table of contents/checklist)		
	1. Bid Submission Form		
1.	1.1 Letter of Technical Bid – Ref 4.1		
	2. Qualification of the Bidder		
2.	2.1 Bidder Information Sheet – Ref 4.2.1		
3.	2.2 Average Annual Turnover – Ref 4.2.2		
4.	2.3 Financial Resources – Ref 4.2.3/4.2.3.1		
5.	2.4 General Experience in Information Software, Products and/or Services – Ref 4.2.4		
6.	2.5 Specific Experience in Contracts of a Similar Nature – Ref 4.2.5		
7.	2.6 Specific Experience in sub-Contracts of a Similar Nature –	Not Applicable	
	3 Bidder's Overall Technical Solution		
8.	3.1 Bidder's Overall Technical Solution - Ref 4.3		
9.	3.2 Description of Approach, Methodology and Project Plan for Performing the Assignment – Ref 4.4		
10.	3.3 Key Personnel – Ref 4.5		
11.	3.4 Key Personnel Details– Ref 4.5.1		
12.	3.5 Staff Development Plan – Ref 4.5.2		
	5. Guarantees and Declarations		
13.	5.1 Bid Security (Bank Guarantee) – Ref 4.7.1		
14.	5.3 Manufacturer's Authorization – Ref 4.7.2		

Note:

Bidders must submit the Technical Proposal as per the “Table 1: Bidder Response Format – Technical Bid” and must clearly indicate the Page numbers in the entire Technical Proposal. Bidders are required to read all the sections and contents of the bidding document and are required to submit any documentation that is asked for in the bidding document, whether or not it is listed in the table above or not. It is the responsibility of the bidders to ensure that the proposals/bids submitted by them fully address the requirements stated in all the sections of the bidding document.

For Reference Only

4.1. Letter of Technical Bid

Date:[Bidder: *date of bid*]

IFB No: MODE/01/PR-LGC/NCB/2025

Project: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS)

To: Secretary,
The Ministry of Digital Economy (MODE),
Level 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road,
Galle Face, Colombo 02

We, the undersigned, declare that:

We have examined and have no reservations to the Bidding Document, including Addenda issued in accordance with Instructions to Bidders (ITB) 11.

- (a) We offer to Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS) Government of Sri Lanka, in conformity with the Bidding Document.
- (b) Our bid consisting of the Technical Bid and the Price Bid shall be valid for a period of **91** days from the date fixed for the bid submission deadline in accordance with the Bidding Documents, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (c) We undertake, if our bid is accepted, to commence work on the Information Software, Products and/or Services and to achieve Installation and Operational Acceptance within the respective times stated in the Bidding Documents.
[Bidder, as appropriate, include or delete the following paragraph and then subsequently include or delete paragraph below it as appropriate]
- (d) We hereby certify that all the Software offered in this bid and to be supplied under the Contract (i) either is owned by us, or (ii) if not owned by us, is covered by a valid license from the proprietor of the Software.
- (e) We, *including any subcontractors or manufacturers for any part of the contract*, do not have any conflict of interest in accordance with ITB-4.2.
- (f) Our firm, its affiliates or subsidiaries—including any subcontractors or suppliers for any part of the contract—has not been declared blacklisted by the Department of Public Finance;

Name _____ In the capacity of _____

Signed _____

Duly authorized to sign the bid for and on behalf of _____

Dated on _____ day of _____, _____

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

4.2. Qualification of the Bidder

4.2.1. Bidder Information Sheet

All Bidders whether they be individual firms, each partner of a Joint Venture, and a named, Sub-contractor(s) for highly specialized components of the Software, Products and/or Services, which are bidding, must complete the information in this form. All Bidders that complete this sheet should also complete the further Qualification Forms provided in this section.

Date: _____

NCB No.: _____

Invitation for Bid No.: _____

Page _____ of _____ pages

Please note that a written authorization needs to be attached to this sheet as required by ITB 24.2.

Bidder's Information	
Bidder's legal name	
In case of JV, legal name of each partner	
Bidder's actual or intended country of registration	
Bidder's year of registration	
Bidder's legal address in country of registration	
Bidder's authorized representative (name, address, telephone numbers, fax numbers, e-mail address)	

Attached are copies of the following original documents.

- (a) 1. In case of single entity, articles of incorporation or constitution of the legal entity named above, in accordance with ITB 4.1 and 4.2.
- (b) 2. Authorization to represent the firm or JV named in above, in accordance with ITB 24.2.
- (c) 3. In case of JV, letter of intent to form JV or JV agreement, in accordance with ITB 4.1.
- (d) 4. In case of a government-owned entity, any additional documents not covered under 1 above required to comply with ITB 4.5.

4.2.2. Average Annual Turnover

Bidder’s Legal Name: _____ Date: _____

JVCA Partner Legal Name: _____ NCB No.: _____

Named Sub-contractor Legal Name _____ Page _____ of _____ pages

Annual Turnover Data	
Year	LKR
2021- 2022	
2022- 2023	
2023-2024	
Average Annual Turnover*	

Note:

Calculated as total certified payments received for contracts in progress or completed, within the last 3 years

4.2.3. Financial Resources

Specify proposed sources of financing, such as liquid assets, unencumbered real assets, lines of credit, and other financial means, net of current commitments, available to meet the total cash flow demands of the subject contract or contracts as indicated in Section III, Evaluation and Qualification Criteria. Bidder shall submit the Financial Resources requirements exclusively for this project and provide bank contact details for verification.

Financial Resources		
No.	Source of financing	Amount (LKR equivalent)
1		
2		
3		

4.2.3.1.Evidence of Access to or Availability of Credit Facilities

To be completed by the Bidder and, if *JVCA*, by each partner as appropriate to demonstrate that they meet the requirements stated in the **Section III Evaluation and Qualification Criteria**.

Evidence of Access to or availability of credit facilities

Date:

BANK CERTIFICATE

This is to certify that M/s. is a reputed company with a good financial standing.

If the contract for the work, namely

.....is awarded to the above firm, we shall be able to provide overdraft/credit facilities to the extent of

Rs.to meet their working capital requirements for executing to the above contract during the contract period.

.....

(Signature)

Name of Bank

Senior Bank Manager

Address of the Bank

4.2.4. General Experience

All individual firms and all partners of a Joint Venture and Named Subcontractors must complete the information in this form with regard to the management of Information Software, Products and/or Services contracts generally.

General Experience (3.7.3.1 Section III)			
Starting and Ending Month/Year	Years	Contract Identification	Role of Bidder
		Contract name: Brief Description of the Products/Services supplied by the Bidder: Name of <i>Employer</i> : Address: Email: Telephone:	
		Contract name: Brief Description of the Products/Services supplied by the Bidder: Name of <i>Employer</i> : Address: Email: Telephone:	
		Contract name: Brief Description of the Products/Services supplied by the Bidder: Name of <i>Employer</i> : Address: Email: Telephone:	
		Contract name: Brief Description of the Products/Services supplied by the Bidder: Name of <i>Employer</i> : Address: Email: Telephone:	

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

General Experience (3.7.3.1 Section III)			
Starting and Ending Month/Year	Years	Contract Identification	Role of Bidder
Note	Attach all certified completion reports including project value and duration.		

For Reference Only

4.2.5. Specific Experience in Contracts of a Similar Nature

Use a separate sheet for each contract.

Contract of Similar Size and Nature (3.7.3.2 Section III)	
Contract No of	Contract Identification
Award Date	Completion Date: <i>Bidder shall submit completion certificates with this form</i>
Role in Contract	<input type="checkbox"/> Contractor <input type="checkbox"/> Management Contract or <input type="checkbox"/> Joint Venture Partner <input type="checkbox"/> Subcontractor
Total Contract Amount	LKR
If partner in a JV or subcontractor, specify participation of total contract amount	Percent of Total Amount
Performance	Contract was completed _____ months ahead/behind original schedule (if behind, provide explanation).
	Contract was completed LKR _____ equivalent under/over original contract amount (if over, provide explanation).
Subcontracting	Approximate percent of total contract value undertaken by subcontract: _____ % Nature of the subcontracted Information Software, Products and/or Services:

Employer’s Name Address Telephone/Fax Number E-mail	
Description of the similarity in accordance with Criteria 3.7.3.3 of Section III	
Nature of Information Software, Products and/or Services involved and special features relevant to the contract for which these Bidding Documents are issued	Special contractual/technical expertise provided.
Define specific requirements	
Note	Attach all certified completion reports/PO including project value and duration.

4.2.6. Specific Experience Bidder/Subcontract in Key Nominated Activities

Not Applicable

Contract of Similar Size and Nature (3.7.3.3 Section III)		
Contract No of	Contract Identification	
Award Date	Completion Date: <i>Bidder shall submit completion certificates with this form</i>	
Role in Contract	<input type="checkbox"/> Contractor <input type="checkbox"/> Managem ent Contract or <input type="checkbox"/> Joint Venture Partner <input type="checkbox"/> Subcontr actor	
Total Contract Amount	LKR	
If partner in a JV or subcontractor, specify participation of total contract amount	Percent of Total	Amount
Performance	Contract was completed _____ months ahead/behind original schedule (if behind, provide explanation).	Contract was completed LKR _____ equivalent under/over original contract amount (if over, provide explanation).
Subcontracting	Approximate percent of total contract value undertaken by subcontract: _____ % Nature of the subcontracted Information Software, Products and/or Services:	
Employer's Name		

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

Address Telephone/Fax Number E-mail	
Description of the similarity in accordance with Criteria 3.7.3.3 of Section III	
Nature of Information Software, Products and/or Services involved and special features relevant to the contract for which these Bidding Documents are issued	Special contractual/technical expertise provided.
Define specific requirements	

4.3. Bidder's Overall Technical Solution

The Bidder shall provide adequate information to demonstrate clearly that it has the technical capability to meet the requirements for the provision of these Products and Services.

4.4. Description of Approach, Methodology and Project Plan for Performing the Assignment

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (maximum 50 pages, inclusive of charts and diagrams) divided into the following chapters:

Chapter 1 - Technical Approach and Methodology,

Chapter 2 - Project Plan

Chapter 3 - Organization and Staffing

Chapter 4 - Lift and Shift of current LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity with multi-vendor integration.

Chapter 5 - Compliance to the Schedule of Requirement

Chapter 1 - Technical Approach and Methodology

In this chapter you should explain your technical understanding of the objectives of the assignment. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also list the potential standards, protocols & specifications you may adopt and highlight the compatibility of these with the proposed architecture. It is also necessary to list the best practices and the Contractor should describe the approach adopted to ensure the Code Reusability. The bidder must provide clear evidence for each item listed in the detail technical evaluation criteria in this chapter including the methodology and specifications of providing a highly secure, dedicated cloud environment which use exclusively for government institutions of Sri Lanka.

Chapter 2 - Project Plan

In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Employer) and submission dates of the reports/ deliverables. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the SoR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings and tables to be delivered as final output, should be included here. The work plan should be consistent with the 4.5.2 Staff Development Plan.

Chapter 3 - Organization and Staffing

In this chapter you should propose the structure and composition of your proposed project team. You should list the main disciplines of the assignment, the key expert responsible and proposed technical and support staff.

Chapter 4 - Lift and Shift of current LGC workloads

In this chapter you should propose the approach for Lift and Shift of current LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity with multi-vendor integration and Provision of Cloud Infrastructure as a Service (IaaS).

Chapter 5 - Compliance to the Schedule of Requirement

1. A declaration by the bidder confirming compliance with all the requirements outlined in the SOR and its annexures
2. Compliance confirmation for all the annexures given under SOR according to the given format.
3. Compliance confirmation to Service Level Agreement
4. Comprehensive product data sheets, including detailed technical specifications, features, and performance metrics. These should directly reference the requirements outlined in the Schedule of Requirements (SOR) to demonstrate full alignment and compliance with the specified standards and expectations.
5. A detailed Bill of Quantities (BoQ), providing a comprehensive breakdown of all components, materials, and services required for the project. This should include precise quantities, descriptions, with clear references to the relevant sections of the Schedule of Requirements (SOR) to ensure full compliance with the project specifications and expectations

4.5.Key Personnel

For specific positions essential to contract management and implementation (and/or those specified in the Bidding Documents, if any), Bidders should provide the names of at least two candidates qualified to meet the specified requirements stated for each position. The data on their experience should be supplied on separate sheets using one form for each candidate.

Bidders may propose alternative management and implementation arrangements requiring different key personnel, whose experience records should be provided.

1.	Title of position*
	Name of prime candidate
	Name of alternate candidate
2.	Title of position*
	Name of prime candidate
	Name of alternate candidate
3.	Title of position*
	Name of prime candidate
	Name of alternate candidate
4.	Title of position*
	Name of prime candidate
	Name of alternate candidate

4.5.1. Key Personnel Details

Position		Candidate <input type="checkbox"/> Prime <input type="checkbox"/> Alternate
Personnel information	Name	Date of birth
	Professional qualifications & Product certification	
Present employment	Name of employer	
	Address of employer	
	Telephone	Contact (manager / personnel officer)
	Fax	E-mail
	Job title of candidate	Years with present employer

Note: CV should be signed by the CV owner

Summarize professional experience over the last twenty years, in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

From	To	Company / Project / Position / Relevant technical and management experience

4.6. Other Required Information

Not applicable

For Reference Only

4.7. Guarantees

4.7.1. Bid Security (Bank Guarantee)

_____ [Bank's Name, and Address of Issuing Branch or Office]

Beneficiary:

Secretary,

The Ministry of Digital Economy (MODE),
Level 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road,
Galle Face, Colombo 02

Date: ----- [Insert (by issuing agency) date]

BID GUARANTEE No.: ----- [Insert (issuing agency) number]

We have been informed that ----- [Insert (issuing agency) name of the bidder; if a Joint Venture, list complete legal names of partners] (hereinafter called "the bidder") has submitted to you its bid dated ----- [Insert (issuing agency) date] (hereinafter called "the bid") for the execution/supply [select appropriately] of [Insert name of contract] under invitation for bids No. ----- [Insert IFB number] ("the IFB").

Furthermore, we understand that, according to our conditions, Bids must be supported by a Bid Guarantee.

At the request of the Bidder, we ----- [Insert name of issuing agency] hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of ----- [Insert amount in figures] ----- [Insert amount in words] upon receipt by us of your first demand in writing accompanied by a written statement stating that the Bidder is in breach of its obligation(s) under the bid conditions, because the Bidder.

- (a) has withdrawn its Bid during the period of bid validity specified; or
- (b) does not accept the correction of errors in accordance with the instructions to Bidders (herein after "the ITB") of the IFB; or
- (c) having been notified of the acceptance of its Bid by the Employer/Purchaser during the period of bid validity, (i) fails or refuses to execute the contract form, if required, or (ii) fails or refuses to furnish the Performance Security, in accordance with the ITB.

This Guarantee shall expire: (a) if the Bidder is the successful bidder, upon our receipt of copies of the Contract signed by _____ the Bidder and of the Performance Security issued to you by the Bidder; or (b) if the Bidder is not the successful bidder, upon the earlier of (i) our receipt of a copy of your notification to the Bidder that the Bidder was unsuccessful, otherwise it will remain in force up to ----- (Insert date)

Consequently, any demand for payment under this Guarantee must be received by us at the office on or before that date -----.

[signature(s) authorized representative(s)]

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 758.

4.7.2. Manufacturer’s Authorization

Invitation for Bids Title and No.:

To:

Secretary,
Ministry of Digital Economy (MODE),
Level 11, Unit No: 1101,
One Galle Face Tower, No 1 A, Centre Road,
Galle Face, Colombo 02

WHEREAS _____ who are official producers of
_____ and having production facilities at
_____ do hereby authorize
_____ located at
_____ (hereinafter, the “Bidder”)
to submit a bid and subsequently negotiate and sign a Contract with you for resale of the
following Software, Products and/or Services produced by us:

We hereby confirm that, in case the bidding results in a Contract between you and the Bidder,
the above-listed products will come with our full standard warranty/license.

Name _____ In the capacity of _____

Signed _____

Duly authorized to sign the authorization for and on behalf of : _____

Dated on _____ day of _____, _____.

Note: This authorization should be written on the letterhead of the Manufacturer and be
signed by a person with the proper authority to sign documents that are binding on the
Manufacturer.

Manufacturer's Authorizations for Information Technologies – except for those technologies
which the Bidder itself manufactures – are required for the following types/categories:
[specify, for example: "none" / "all" / "all active (i.e. powered) equipment and all software"].

**Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of
Cloud Infrastructure as a Service (IaaS).**

4.8.BID SUBMISSION FORMS - PRICE BID

Bidder Response Format – Price Bid

Order in Bid	Document Number and Information Required	Check Y/N	Page No.
1.	Bidder's Front Page (Bidder's name. Bid details)		
2.	Bidder Response Format – Price Bid (as a table of contents/checklist)		
	Bid Submission Form		
3.	1 Letter of Price Bid – Ref 4.8.1		
	2 Bidder's Price Schedules		
4.	2.1 Infrastructure-as-a-Service (IaaS) Pricing – Covering Current Consumption and Anticipated Growth (Pipeline Workloads) – Ref 4.8.2.1 2.2 Container-Based Cloud Infrastructure - Ref 4.8.2.2		
5.	2.7 Grand Summary – Ref 4.8.2.5		

4.8.1. Letter of Price Bid

Date:[Bidder: *date of bid*]

IFB No: MODE/01/PR-LGC/NCB/2025

Project: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To: Secretary,
Ministry of Digital Economy (MODE),
Level 11, Unit No: 1101,
One Galle Face Tower, No 1 A, Centre Road,
Galle Face, Colombo 02

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Document, including Addenda issued in accordance **with** Instructions to Bidders (ITB) 11.
- (b) We offer to **Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS)..**
- (c) , in conformity with the Bidding Document.
- (d) The price of our Bid **without VAT**, including any discounts offered is the sum of: *[insert the total Bid Price in words and figures]*
- (e) The price of our Bid **with VAT**, including any discounts offered is the sum of: *[insert the total Bid Price in words and figures]*
- (f) Our bid shall be valid for a period of **91** days from the date fixed for the bid submission deadline in accordance with the Bidding Documents, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (g) If our bid is accepted, we commit to obtain a performance security in accordance with the Bidding Document.
- (h) Our firm, its affiliates or subsidiaries—including any subcontractors or suppliers for any part of the contract—has not been declared blacklisted;
- (i) We understand that this bid, together with your written acceptance thereof included in your notification of award, shall constitute a binding contract between us, until a formal contract is prepared and executed; and

- (j) We understand that you are not bound to accept the lowest evaluated bid or any other bid that you may receive.

Name _____ In the capacity of _____

Signed _____

Duly authorized to sign the bid for and on behalf of _____

Dated on _____ day of _____, _____

For Reference Only

4.8.2. Price Schedules

The bidder is required to provide detailed unit pricing for the cloud infrastructure components as follows.

- Tier-based pricing
- Any combination of pricing tiers can be used based on the government need. E.g. 1000 vCPUs in 1-year fixed commitment, while another 100 vCPU in on-demand basis.
- All prices must be quoted exclusive of taxes and in LKR.

4.8.2.1 Committed Resource Tiers

Committed Resources are requested based on 1-year and 3-year commitments.

4.8.2.1.1 vCPU

Specify the pricing based on the clock-speed of the physical CPU core. 1 x core shall be equivalent to 1 x vCPU or 2 x vCPU (when the core has Hyperthreading, Simultaneous Multi-Threading or equivalent capability). Specify the CPU make and the threading capabilities of its cores.

vCPU Commitment	Core Speed ...	
	1-year Committed	3-year Committed
< 5000		
5001 - 7000		
7001 - 9000		
9001 - 11000		
11001 - 13000		
13001 - 15000		
> 15001		

Example:

vCPU Commitment	1.6 GHz		1.8 GHz	
	1-year Committed	3-year Committed	1-year Committed	3-year Committed
< 5000
5001 - 7000
7001 - 9000
9001 - 11000
11001 - 13000
13001 - 15000
> 15001

4.8.2.1.2 RAM

Specify the pricing based on the clock-speed of the RAM.

RAM Commitment (GB)	RAM Speed ...	
	1-year Committed	3-year Committed
< 5000		
5001 - 7000		
7001 - 9000		
9001 - 11000		
11001 - 13000		
13001 - 15000		
15001 – 17000		
17001 – 19000		
19001 – 21000		
21001 – 23000		
23001 – 25000		
> 25001		

Example

RAM Commitment (GB)	DDR3 – 1600 GHz		DDR4 – 3200 GHz	
	1-year Committed	3-year Committed	1-year Committed	3-year Committed
< 5000
5001 - 7000
7001 - 9000
11001 - 13000
13001 - 15000
15001 – 17000
17001 – 19000
19001 – 21000
21001 – 23000
23001 – 25000
> 25001

4.8.2.1.3 Storage

Specify the pricing based on the Storage Type and specify the speed of the proposed storage equipment. All storage shall be in Raid 1, 3 or 5 configurations.

Storage Commitment (TB)	HDD: Standard Hard Disk	
	1-year Committed	3-year Committed
< 200		
201 - 400		
401 - 600		
601 - 800		
801 - 1000		
1001 - 1200		
1201 – 1400		
1401 – 1600		
1601 – 1800		
1801 – 2000		
> 2001		

Storage Commitment (TB)	SAS: Serial Attached SCSI	
	1-year Committed	3-year Committed
< 100		
101 - 200		
201 - 300		
301 - 400		
401 - 500		
501 - 600		
601 – 700		
701 – 800		
801 – 900		
901 – 1000		
1001 – 1100		
> 1100		

Storage Commitment (TB)	SSD: Solid State Drive	
	1-year Committed	3-year Committed
< 10		
11 - 20		
21 – 30		
31 - 40		
41 - 50		
51 - 60		
61 – 70		
71 – 80		
81 – 90		
91 – 100		
101 – 110		
> 110		

4.8.2.2 On-Demand Resource Tiers

This pricing model is based on the actual usage of resources. I.e. pay-as-you-go model.

4.8.2.1.1 vCPU

On-demand vCPU shall be billed based on the maximum number of vCPUs utilized in any given hour. Specify the pricing based on the clock-speed of the physical CPU core. 1 x core shall be equivalent to 1 x vCPU or 2 x vCPU (when the core has Hyperthreading, Simultaneous Multi-Threading or equivalent capability). Specify the CPU make and the threading capabilities it's cores.

Total # of vCPUs used	Core Speed ... Per vCPU hourly rate
< 100	
101 - 200	
201 - 400	
401 - 600	
601 - 800	
801 – 1000	
> 1001	

Example:

Total # of vCPUs used	1.6 GHz	1.8 GHz
	Per vCPU hourly rate	Per vCPU hourly rate
< 100
101 - 200
201 - 400
401 - 600
601 - 800
801 - 1000
> 1001

4.8.2.1.2 RAM

On-demand RAM shall be billed based on the maximum amount of RAM utilized in any given hour. Specify the pricing based on the clock-speed of the RAM.

RAM Commitment (GB)	RAM Speed ...
	Per GB hourly rate
< 200	
201 - 400	
401 - 600	
601 - 800	
801 - 1000	
> 1001	

Example

RAM Commitment (GB)	DDR3 – 1600 GHz	DDR4 – 3200 GHz
	Per GB hourly rate	Per GB hourly rate
< 200
201 - 400
401 - 600
601 - 800
801 - 1000
> 1001

4.8.2.1.3 Storage

On-demand Storage shall be billed based on the maximum amount of Storage utilized in any given hour. Specify the pricing based on the Storage Type and specify the speed of the proposed storage equipment. All storage shall be in Raid 1, 3 or 5 configurations.

Storage Commitment (GB)	HDD: Standard Hard Disk
	Per GB hourly rate
< 5000	
5001 - 10000	
10001 - 15000	
15001 - 20000	
20001 - 25000	
25001 - 30000	
> 30001	

Storage Commitment (GB)	SAS: Serial Attached SCSI
	Per GB hourly rate
< 5000	
5001 - 10000	
10001 - 15000	
15001 - 20000	
20001 - 25000	
25001 - 30000	
> 30001	

Storage Commitment (GB)	SSD: Solid State Drive
	Per GB hourly rate
< 1000	
1001 - 2000	
2001 - 4000	
4001 - 6000	
6001 - 8000	
8001 - 10000	
> 10001	

4.8.2.3 One-Time Setup Cost

If there is an initial setup cost, please specify it with details and detailed payment milestones plan.

4.8.2.4 Cloud Features

#	Feature	Mandatory Yes/No	Cost included in above Component Price? Yes/No	Software Make	Version	Remarks
1	Cloud Software	Yes				
2	Container Orchestration Platform (e.g., Kubernetes, OpenShift) setup & configuration	Yes				
3	Block Storage	Yes				
4	Cloud Database Service (MySQL API compliant)	No				
5	Cloud Log Service	No				
6	Cloud Analytics Service	No				
7	Cloud API Gateway Service	No				
8	Geo-Redundancy	Yes				
9	Real-time data Sync Service between the Production and DR sites	No				
9	Other (Please Specify)					

Notes:

- Prices should be firm for the duration of the contract.
- All components must comply with the required SLA, availability, and security standards.
- Bidder should include a separate detailed Bill of Quantities (BOQ) if applicable.
- Bidders should clearly specify any minimum usage charges, commitment tiers, or volume discounts.
- If PAYG is not available for certain resources, please specify alternative pricing models.
- Any charges related to support plans, security add-ons, monitoring, or auto-scaling features should be listed separately.
- Indicate if prices are subject to revision and provide a price validity period.

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

4.8.2.1. Grand Summary

For the 1st year

Item	Description	Amount without VAT	Amount of VAT	Amount with VAT
02	Year 1 Cost – for Existing Workloads and Pipeline Requirements (as IAAS)			
	Total Bid Price –(to be carried forward to Letter of Bid)			

For the 2nd and 3rd years

Item	Description	Amount without VAT	Amount of VAT	Amount with VAT
01	. Year 2 Cost – Provide service (as IAAS)			
02	. Year 3 Cost – Provide service (as IAAS)			

Name of Bidder	Authorized Signature of Bidder:
:	

SECTION V. Eligible Countries

Not Applicable

For Reference Only

Section VI. Schedule of Requirements

[Please refer to the Schedule of Requirements document, which is issued as **Volume 2** of the Bidding Document]

For Reference Only

Volume 2

MODE/01/PR-LGC/NCB/2025

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

For Reference Only

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

Schedule of Requirements

Table of Abbreviations

SAN	Storage Area Network
IaaS	Infrastructure as a service
PaaS	Platform as a service
SLA	Service Level Agreement
ToR	Top of Rack
SDS	Software Defined Storage
VM	Virtual Machine
SDN	Software Defined Networking
Backup	Backup Solution for LGC
SI	Service Integrator
LGC	Lanka Government Cloud
MEST	Ministry of Digital Economy
ICTA	Information Communication Technology Agency

1 Introduction & Objective

1. Executive Summary

Purpose of the Document

This procurement document invites bids from qualified vendors to provide a comprehensive modernization plan for the Lanka Government Cloud (LGC). The proposed project should aim to enhance government IT operations and support Sri Lanka's digital economy. The focus is strictly on maintaining the optimal performance, reliability, and security of the existing system—without initiating any revamp or upgrade activities. The project integrates:

- Lift-and-shift migration of LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized certification entity with multi-vendor Integration and Provision of Cloud Infrastructure as a Service (IaaS). This data center must be physically located in Sri Lanka.

Background on the Existing LGC Infrastructure

The Lanka Government Cloud (LGC) is a critical IT asset developed to support government functions by offering a secure, scalable, and robust cloud environment. Established under the auspices of the Ministry of Digital Economy, the LGC has been serving as a foundational platform for a wide range of government applications and services. Its existing setup includes a well-defined hardware infrastructure coupled with specialized software solutions that have been designed to meet the operational needs of public sector entities. Over time, the LGC has proven its value by maintaining high levels of performance and security, thereby playing a vital role in enabling efficient government service delivery.

Objectives of the selecting a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

The Lift-and-Shift migration must be to a Tier 3 Data Center, or to a facility with an equivalent level of certification issued by a recognized data center certification authority. The data center must be physically located in Sri Lanka and must operate as an IaaS provider.

Objective:

Migrate existing LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity and it must be physically located in Sri Lanka to provide IaaS on pay as go billing model with optimal reliability, scalability, and security. This should be a highly secure, dedicated environment use exclusively for government institutions of Sri Lanka.

Rationale:

Migrating to a Tier 3 data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity provides enhanced physical and logical security, redundant power and cooling, and high-availability features that are critical for mission-critical government services.

Duration of the Contract

The contract will be a 12 months contract with two main deliverables.

- i. Maximum Three (03)months for Lift and Shift process
- ii. Minimum nine Months(09) IaaS on pay as go billing model

Note: Any vendor who completes the Lift-and-Shift process in less than three months will be eligible to provide IaaS services for the remaining period, allowing them to bill for IaaS services for more than nine months.

The IaaS commencing upon the Lift and Shift process is fully completed and IaaS is established and accepted through an OAT.

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

2. Introduction

Overview of the Current LGC Setup

The Lanka Government Cloud (LGC) is an established cloud platform that supports a wide range of government applications and services. It comprises a robust hardware infrastructure integrated with specialized software solutions, ensuring secure data management, scalable computing, and efficient service delivery across various government departments. The current configuration has been designed to meet the operational and security requirements of public sector entities, providing a stable and reliable environment for mission-critical applications.

1.1 Current Architecture

Overview of the Current LGC Setup

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1.2

Current Architecture - OpenStack

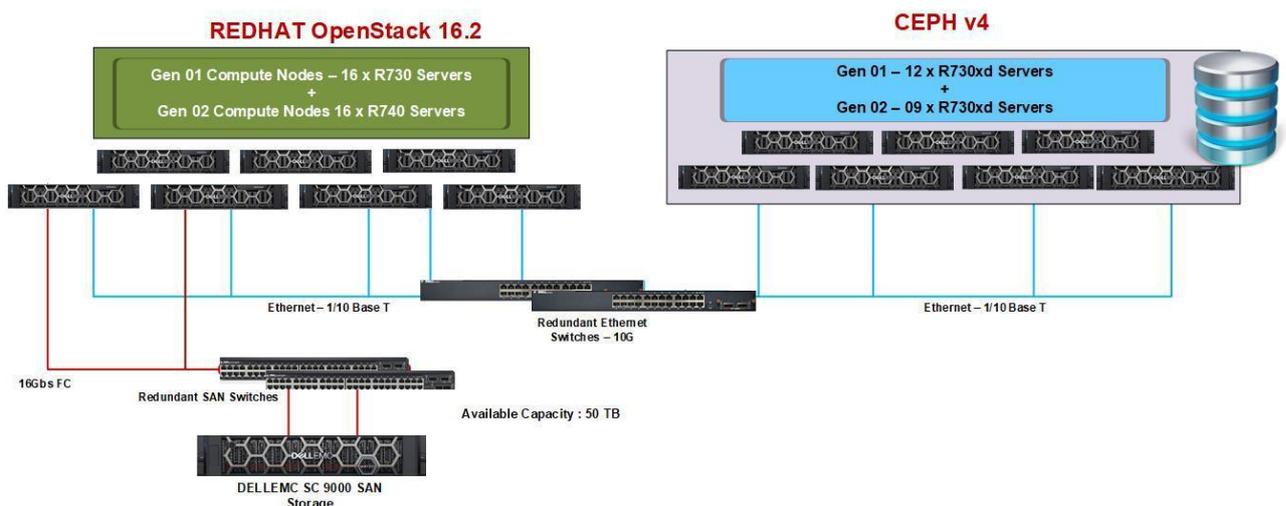


Figure 01

Rationale for the Modernization Initiative

- **Enhanced Operational Efficiency:**
Current support and maintenance processes must evolve to reduce downtime and enhance system reliability. By integrating a robust support framework (Stage 1), the project ensures uninterrupted service while preparing for future migration and expansion.
- **Scalability and Future Growth:**
Migrating workloads to a Tier 3 certified data center (Stage 2) creates a high-availability, resilient infrastructure that can handle increased loads. This paves the way for a production-grade multi-vendor cloud environment (Stage 3), which is critical for accommodating growing digital demands.
- **Security and Compliance:**
Strengthening the security posture is a key component of the modernization effort. Advanced security protocols, dedicated NOC/SOC functions, and compliance with international standards (e.g., ISO/IEC 27001) will be embedded across all stages.
- **Facilitation of Digital Transformation:**
A modernized LGC will directly support the Government's digital economy objectives by providing a flexible, cost-efficient platform for digital services, data-driven decision-making, and regulated licensing that encourages private sector participation and innovation.

Definitions and Key Terminology

- **Lanka Government Cloud (LGC):** A centralized cloud platform developed to host and manage government applications and services, characterized by its secure, scalable, and robust infrastructure.
- **Support Services:** Ongoing activities that include technical assistance, troubleshooting, routine maintenance, and system monitoring to ensure optimal performance of the LGC.
- **Maintenance Services:** Preventive and corrective actions taken to ensure the physical hardware and software components continue to operate efficiently, including updates, patches, and repairs.
- **Service Level Agreement (SLA):** A formal contract that specifies the expected performance and quality metrics for support and maintenance services, including response times, resolution timelines, and guarantees.
- **Preventive Maintenance:** Scheduled, routine activities intended to prevent system failures and reduce the likelihood of unplanned downtime.

- **Corrective Maintenance:** Reactive measures taken to resolve issues and restore system functionality following a fault or failure.

This introduction lays the groundwork for a focused, efficient, and risk-mitigated approach to maintaining the existing LGC, ensuring that government operations continue without interruption.

Lanka Government Cloud (LGC) 2.0 Services and Infrastructure Overview

The Lanka Government Cloud (LGC) 2.0 is a cloud infrastructure platform designed to offer a variety of services to government entities, ensuring high availability, security, and scalability. The primary services provided by LGC 2.0 include:

- **Infrastructure as a Service (IaaS):** LGC 2.0 currently supports approximately 200 tenants, allowing various departments and agencies to utilize scalable and flexible computing resources. This service provides foundational infrastructure elements such as virtualized computing power, storage, and networking, enabling users to deploy and manage their applications and services effectively.
- **Managed VMs (VMaaS):** Host around 300+ virtual machines (VMs), this service offers a managed virtual machines where users can run their applications without worrying about the underlying infrastructure. VMaaS ensures optimized performance and easy management of virtualized environments for various governmental operations.;
- **Web Hosting:** LGC 2.0 facilitates web hosting services using various web hosting control panel. This service currently hosts over 350 websites, providing a user-friendly interface for managing website content, email accounts, and DNS settings, making it an ideal solution for government websites that require reliable and secure hosting.
- **Web Application Firewall as a Service (WAFaaS):** To protect web applications from various cyber threats, LGC 2.0 offers Web Application Firewall as a Service. This service provides robust security features to detect and block malicious traffic, ensuring the integrity and availability of government web applications.
- **VPN as a Service:** Virtual Private Network (VPN) services are provided to enable secure, encrypted connections for access to the government network. This service is essential for maintaining secure communications and data transfer across different locations, ensuring that sensitive information is protected.

1.2. Lanka Government Cloud (LGC) 2.0 Services and Infrastructure Overview

Definitions and Key Terminology

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This introduction lays the groundwork for a focused, efficient, and risk-mitigated approach to maintaining the existing LGC, ensuring that government operations continue without interruption.

Existing software versions:

- **Redhat OpenStack:** Version 16.2
- **Redhat CEPH :** Version 4

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1.3. LGC 2.0 Infrastructure Capacity

LGC 2.0 Infrastructure Capacity

Compute Nodes: 32 compute nodes are utilized to provide the necessary processing power for running virtual machines and other applications. These nodes are optimized for performance and scalability, ensuring reliable service delivery.

Storage Nodes: The platform includes 21 storage nodes that support a variety of storage tiers, including General Tier (CEPH), SSD Tier, and FC SAN (Fibre Channel Storage Area Network), offering a total storage capacity of 440 TB. This multi-tiered storage approach allows for flexible data management and optimized performance based on the specific needs of each application.

Virtual CPUs (vCPUs): LGC 2.0 boasts a total of 16,512 virtual CPUs, following a 1:8 over commitment ratio. This configuration ensures adequate computing resources for all tenants while maintaining efficient utilization of physical hardware.

Total Memory: The cloud infrastructure is equipped with 35 TB of memory, supporting the memory-intensive workloads of various virtual machines and applications.

Operational Overview

Active Virtual Instances: LGC 2.0 manages over 2,000 active virtual instances, demonstrating its capacity to handle a significant number of workloads simultaneously, thereby supporting diverse governmental functions.

Virtual Routers: With over 600 virtual routers in operation, LGC 2.0 provides comprehensive networking capabilities, enabling secure and efficient routing of data between various virtual networks and external connections.

Block Volumes: The platform supports over 1,200 block volumes, offering scalable storage solutions for databases, file systems, and other persistent storage needs.

Security Groups: LGC 2.0 maintains over 500 security groups, providing granular control over network traffic to enhance security across all hosted services.

Virtual Networks: With more than 540 virtual networks, the cloud platform offers isolated network

A list of Items for which support and maintenance is required will be provided in the Annexure I

Future Migration of the Current LGC

While this procurement focuses comprehensive support services, Infrastructure Modernization and Cloud Transformation for the existing Lanka Government Cloud (LGC) infrastructure, the selected vendor will be required to provide comprehensive documentation and knowledge transfer to ensure a smooth transition, even if a different vendor is chosen for the migration project.

3. Scope of Services

This section details the comprehensive support services, Infrastructure Modernization and Cloud Transformation for the existing Lanka Government Cloud (LGC) infrastructure, required to elevate government IT operations and support Sri Lanka's digital economy. The project integrates:

- Migrate existing LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity and it must be physically located in Sri Lanka to provide IaaS on pay as go billing model with optimal reliability, scalability, and security. This should be a highly secure, dedicated environment use exclusively for government institutions of Sri Lanka.

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

- Provision of Cloud Infrastructure as a Service (IaaS) for one (1) year subject to the time taken for Lift and Shift and possibility of extension up to 3 years.

Overall Scope

1.1. The Ministry of Digital Economy (MODE) invites sealed bids for the procurement of a comprehensive service provider. The scope of this procurement covers:

1.1.1. Execution of a “lift and shift” migration (Stage 2) of existing LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity utilizing a multi-vendor integration model, including workload assessment, pre-migration cleanup, change management, integration, and security implementation. This data center must be physically located in Sri Lanka and dedicated environment use exclusively for government institutions of Sri Lanka.

1.1.2. Comprehensive management of data center operations, including the establishment and operation of a Network Operations Center (NOC) and Security Operations Center (SOC), ensuring continuous monitoring, incident response, and regulatory compliance.

LIFT AND SHIFT TO A TIER 3 DATA CENTER OR MUST BE HAVING AN EQUIVALENT TO THAT OF TIER 3 CERTIFIED BY A RECOGNIZED DATA CENTER CERTIFICATION ENTITY WITH MULTI-VENDOR INTEGRATION

Objective:

Migrate existing LGC workloads to a Tier 3 data center to enhance system reliability, security, and scalability. This migration aims to create a robust, high-availability infrastructure while optimizing resource utilization and preparing the environment for future expansion and monetization.

Approach:

Workload Segmentation:

- **Logical Partitioning:**
 - The first step is to partition the LGC into logical segments based on key criteria such as application type, operational criticality, and data sensitivity.
 - **Application Type:** Distinguish between different kinds of workloads (e.g., transactional systems, analytical applications, legacy systems, and modern cloud-native applications) to ensure each category is migrated using an appropriate strategy.

- **Operational Criticality:** Identify mission-critical applications that directly affect government service continuity, ensuring these are prioritized during migration.
- **Data Sensitivity:** Classify workloads based on the sensitivity and confidentiality of the data they process. Workloads managing sensitive or classified data will be isolated and migrated under stricter security protocols.
- **Independent Assessment:**

Each segmented workload will be independently assessed to determine its current performance, resource utilization, and potential risks. This assessment informs the tailored migration pathway for each segment, ensuring that mission-critical and sensitive workloads receive the additional safeguards and prioritization they require.

Multi-Vendor Integration:

- **Specialized Providers:**

Adopt a multi-vendor model where each segmented workload may be migrated and managed by specialized providers. This approach leverages the expertise of various vendors, reducing dependency on a single supplier and enhancing overall service reliability.
- **Standardization Across Vendors:**

To ensure seamless operation across different vendor solutions, standardization is key:

 - **Common Integration Protocols:** Enforce standardized APIs and data exchange formats that facilitate smooth communication between disparate systems.
 - **Data Formats and Middleware:** Mandate the use of consistent middleware and data handling procedures, ensuring that all migrated segments can integrate effortlessly.
 - **Unified Security Standards:** All vendors must adhere to the same high-level security standards, including encryption protocols and access control policies, to maintain a consistent security posture across the entire LGC environment.

Unified Architecture:

- **Standardized Framework:**

Develop and implement a centralized, standardized architecture framework that defines consistent design principles for the entire migration. This blueprint will:

- **Ensure Consistency:** Mandate uniform design principles across all segments, regardless of the vendor, to guarantee that the migrated environment operates as a cohesive whole.
- **Facilitate Interoperability:** Provide guidelines for interoperability that allow different systems and vendor solutions to communicate seamlessly.
- **Centralized Management:** Establish a centralized management system that oversees the performance, security, and maintenance of all migrated segments. This centralization ensures that even with multi-vendor participation, the overall environment remains under unified control.
- **Future Scalability:**

The unified architecture will be designed with future scalability in mind, allowing for easy capacity expansion and integration of new technologies without disrupting the core infrastructure. This forward-looking design supports both immediate operational needs and long-term strategic objectives, including potential monetization of cloud services.

Key Deliverables

1. Comprehensive Workload Assessment & Critical Asset Register:

- **Full Inventory of LGC Workloads:**

Conduct a thorough audit of all existing LGC workloads. This inventory will capture comprehensive metadata including usage patterns, performance metrics (e.g., response times, throughput), configuration details, software versions, and hardware dependencies. The goal is to establish a clear picture of the current environment and identify any inconsistencies or inefficiencies.
- **Critical Asset Register:**

Develop a detailed register that documents each workload's functional role, interdependencies, and risk ratings. Risk assessments will be based on several factors:

 - **Operational Impact:** How critical is the workload to government service delivery?
 - **Data Sensitivity:** What level of confidentiality is associated with the data managed?
 - **Historical Performance:** Analysis of past incidents, downtime, and failure frequencies. This register will serve as a decision-making tool to prioritize

workloads during migration, ensuring that the most mission-critical and sensitive applications receive focused attention.

- **Prioritized Segmentation Plan:**

Based on the inventory and critical asset register, produce a segmentation plan that categorizes workloads into logical groups for migration. This plan should include:

- Segmentation by application type, operational criticality, and data sensitivity.
- A migration sequence that prioritizes high-risk and high-value workloads, ensuring that any necessary additional safeguards are in place during the transition.
- Detailed mapping of interdependencies to minimize disruptions and maintain data integrity throughout the migration process.

2. Pre-Migration Cleanup and Optimization:

- **Identification of Redundant Applications:**

Analyze the workload inventory to identify obsolete, redundant, or duplicated applications. These should be marked for decommissioning to reduce the migration footprint and streamline the post-migration environment.

- **Workload Consolidation:**

Where feasible, consolidate similar or overlapping workloads to optimize resource allocation. This consolidation helps in eliminating waste, reducing operational complexity, and improving overall system efficiency.

- **Resource Sizing Validation:**

Validate current resource allocation by comparing pre-allocated resources against actual utilization metrics (CPU, memory, storage, network bandwidth). This process will:

- Identify over-provisioned or underutilized resources.
- Enable optimization of resource allocation to achieve cost efficiency and performance improvements.
- Establish clear benchmarks for post-migration resource usage.

3. Detailed Change Management Plan:

- **Migration Protocols:**

Develop comprehensive protocols that govern the migration process. These protocols

should outline:

- **Pre-Migration Testing:** Rigorous testing scenarios in a controlled environment to identify potential issues before the actual migration.
- **Migration Methods:** Detailed steps for executing the migration (e.g., live migration, re-deployment, data replication).
- **Validation Checkpoints:** Establish key milestones for validating migration success at various stages.
- **Rollback Procedures:**
Clearly define rollback procedures for each workload segment. These procedures must:
 - Detail steps to safely revert to the previous state in case of critical issues.
 - Ensure minimal service disruption and data loss during rollback.
- **Real-Time Stakeholder Notifications:**
Implement a robust communication plan that provides:
 - Real-time notifications to all stakeholders (IT teams, application owners, management) during the migration process.
 - Escalation procedures and designated contacts for prompt issue resolution.

4. Backup and Recovery System Integration:

- **Automated Backup Solutions:**
Deploy robust, automated backup systems that ensure continuous data protection. This should include:
 - Regular incremental backups with scheduled full backups.
 - Automated rollover mechanisms to archive historic data effectively.
- **Checkpoint and Purge Models:**
Establish models for creating regular checkpoints and implementing scheduled purges of non-critical, expired data. This maintains a lean live environment while ensuring that historical data is safely archived for potential restoration.
- **Defined RTO and RPO Targets:**
Set clear Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for critical workloads. These targets must align with government SLAs and ensure rapid restoration in the event of system failures.

- **Audit Trails:**
Maintain comprehensive audit trails and detailed logs for all backup and recovery operations, ensuring that every action is transparent, verifiable, and compliant with regulatory standards.

5. Standardized Security Measures:

- **Implementation of Security Protocols:**
Enforce security measures in line with international standards such as ISO/IEC 27001. This includes:
 - Implementing multi-layered security protocols covering network, application, and data security.
 - Ensuring encryption for data at rest and in transit using industry-standard protocols (e.g., TLS/SSL, AES).
- **Dedicated Security Zones:**
Establish dedicated security zones within the data center specifically for workloads handling highly sensitive data. These zones will be characterized by:
 - Strict access control policies and multi-factor authentication.
 - Enhanced monitoring systems to detect and respond to security incidents promptly.
- **Continuous Monitoring and Auditing:**
Deploy Security Information and Event Management (SIEM) tools to continuously monitor the environment for threats. Conduct periodic security audits and vulnerability assessments to maintain a high-security posture and ensure compliance with regulatory requirements.

6. Risk Management Considerations:

- **Risk Identification:**
Identify potential risks associated with the migration, including:
 - Data loss or corruption. Vendor misalignment or integration failures.
 - Unanticipated downtime or performance degradation.
- **Mitigation Strategies:**
Develop detailed mitigation plans for each identified risk, including:

- Comprehensive backup and rollback procedures.
 - Redundant systems and failover mechanisms.
 - Regular communication and coordinated escalation protocols among all involved parties.
- **Communication and Escalation:**
Establish clear, detailed communication channels and escalation procedures to promptly address any issues that arise during the migration. These protocols will ensure that stakeholders are informed in real time and that corrective actions are taken swiftly.

3.1.2 Stage 3 – Multi-Vendor Cloud Environment for Production (LGC 2.1.0)

Objective:

Deploy a production-grade, multi-vendor cloud environment designed to manage existing workloads while accommodating expansion. This environment will serve as the operational backbone for future monetization strategies and support the transition towards regulated licensing for Sri Lanka's sovereign cloud infrastructure.

Approach:

1. Design Blueprint Development:

- **Comprehensive Architectural Framework:**
 - Develop a detailed design blueprint that defines the overall production cloud architecture. This blueprint will map out the structural layout, delineate each vendor's role, and identify critical integration points.
 - The blueprint should outline network topology, data flow, storage hierarchies, and security zones to ensure that the architecture supports high availability and scalability.
- **Integration Protocols:**
 - Specify standardized integration points by defining common APIs, data exchange formats, and middleware requirements.
 - Ensure that all vendor solutions adhere to these protocols to guarantee seamless interoperability and centralized management.
- **Performance Benchmarks:**

- Clearly establish performance benchmarks and key performance indicators (KPIs) including scalability metrics, redundancy levels, Mean Time to Repair (MTTR), and Mean Time Between Failures (MTBF).
- Document these benchmarks to serve as a reference for both current operations and future evaluations.

2. Performance Benchmarking:

- **KPI Establishment:**

- Define specific KPIs such as system scalability (e.g., the ability to double capacity without degradation), redundancy (failover mechanisms and fault tolerance), MTTR, and MTBF.

- **Rigorous Testing:**

- Conduct comprehensive performance testing, including stress tests, load tests, and failover scenarios, to validate that the production environment meets or exceeds the defined performance criteria.
- Analyze test outcomes to ensure that the environment can sustain increased workloads and handle peak usage periods without performance degradation.

3. Resource Utilization Models:

- **Real-Time Monitoring System:**

- Implement a sophisticated, real-time monitoring system that captures and analyzes key metrics such as CPU usage, memory consumption, storage utilization, and network bandwidth.

- **Automated Feedback Mechanisms:**

- Integrate automated feedback loops into the monitoring system. These loops should trigger dynamic adjustments in resource allocation and inform capacity planning decisions.

- **Data-Driven Optimization:**

- Use historical and real-time data to refine resource allocation models continuously. This data will serve as a basis for predictive analytics and future

scaling efforts.

4. Operational Excellence and OPEX Optimization:

- **OPEX Model Development:**

- Define an operational expenditure (OPEX) model that captures all recurring costs, including maintenance, technical support, system updates, and capacity scaling.
- Outline a cost model that considers both fixed and variable expenses associated with multi-vendor operations.

- **Monetization Framework:**

- Develop a pricing strategy based on instance sizing (CPU, memory, storage, network usage) and actual resource utilization.
- This framework should be designed to support revenue generation by enabling service-based pricing and creating opportunities for value-added services (e.g., enhanced security, advanced analytics).
- Provide financial projections that demonstrate long-term cost savings and revenue potential, linking efficient resource utilization to scalable pricing.

5. Governance and Vendor Coordination:

- **Centralized Governance Framework:**

- Establish a robust governance framework to coordinate the multi-vendor environment. This framework will define roles, responsibilities, and reporting structures for all participating vendors.
- Include regular coordination meetings, shared performance dashboards, and documented escalation protocols to ensure prompt resolution of any issues.

- **Operational Oversight:**

- Set up a centralized management team responsible for overseeing system performance, compliance with integration standards, and alignment with overall strategic objectives.
- Ensure that the governance model supports continuous monitoring, accountability, and effective communication between vendors and government

stakeholders.

6. Future Transition Provisions:

- **Regulated Licensing Transition:**

- Incorporate contractual provisions that facilitate a smooth transition to a regulated environment in the future. This will involve the issuance of a limited number of licenses (e.g., 2–3) for operating Sri Lanka’s sovereign cloud.
- Reference a regulated procurement process—such as a Beauty Contest or Auction+Beauty Contest—overseen by a Digital Services/Infrastructure Regulator, ensuring that both maximum pricing and anti-predatory pricing controls are enforced.

- **Mandatory Workload Migration:**

- Define mechanisms that mandate the migration of government workloads to the licensed operators as part of long-term strategic goals.
- Include provisions for potential inclusion of select private workloads, such as those from regulated sectors, based on directives from relevant regulatory bodies.

- **Data Integration for Future Pricing:**

- Ensure that utilization data captured in this production environment will be systematically recorded and analyzed. This data will inform future pricing models, capacity planning, and regulatory compliance for the sovereign cloud infrastructure.

Key Deliverables

1. Detailed Architecture Blueprint:

- **Comprehensive Design Document:**

Develop a complete architectural blueprint that outlines the overall multi-vendor cloud environment. This document should detail:

- **Architecture Framework:** The structural design of the production cloud environment, illustrating how multiple vendor solutions interconnect.
- **Integration Points:** Specific interfaces where different systems and vendor solutions will interact.

- **System Interdependencies:** Diagrams and descriptions that clarify how components depend on one another, ensuring continuity during integration.
- **Scalability Provisions:** Methods and technologies implemented to ensure that the system can expand seamlessly as workloads grow.
- **Security Zones:** Clearly defined zones within the architecture for segregating and protecting sensitive data and applications, including access controls and encryption requirements.

2. Standardized Integration Protocols:

- **Documentation of Common Standards:**

Produce detailed documentation that specifies the technical standards for integration. This includes:

- **APIs:** Standardized Application Programming Interfaces that all vendors must support for data exchange
- **Data Formats:** Uniform data formats and exchange protocols to facilitate seamless interoperability between disparate systems.
- **Middleware Requirements:** Common middleware standards to ensure reliable connectivity, data orchestration, and service coordination across vendors.
- **Security Protocols:** Guidelines that ensure all integration points adhere to agreed-upon security standards, including encryption and authentication methods.

3. Performance Benchmarking Report:

- **Key Performance Indicators (KPIs):**

Define and document KPIs critical to the production environment, such as:

- **Scalability:** The system's ability to handle increased load without performance degradation.
- **Redundancy:** Measures and failover capabilities that ensure high availability.
- **Mean Time to Repair (MTTR):** Average time required to restore service following a disruption.
- **Mean Time Between Failures (MTBF):** Expected operational time between consecutive system failures.

- **Testing Outcomes:**

Compile results from rigorous performance testing, including:

- **Stress and Load Tests:** Evaluate system behavior under peak conditions.
- **Recovery Scenarios:** Assess the effectiveness of failover and backup mechanisms.
- **Recommendations:** Provide analysis and actionable insights for any required performance improvements.

4. Resource Utilization Model Implementation:

- **Real-Time Monitoring System:**

Deploy an advanced monitoring solution that continuously captures real-time metrics across key resources:

- **Metrics Tracked:** CPU usage, memory consumption, storage utilization, network bandwidth, disk IOPS, and latency.
- **Automated Feedback Loops:** Implement dynamic adjustment mechanisms that allow resource allocation to be optimized in real time based on actual usage data.

- **Capacity Planning:**

Use the collected data to build predictive models for future capacity requirements, supporting both immediate optimization and long-term scaling.

5. OPEX and Monetization Framework:

- **Operational Expenditure (OPEX) Model:**

Develop a detailed OPEX model that outlines all recurring costs associated with the cloud environment, including:

- **Maintenance & Support:** Regular expenses for system upkeep, technical support, and software updates.
- **Capacity Scaling Costs:** Budget provisions for dynamic scaling of compute, memory, storage, and network resources.
- **Infrastructure and Licensing Fees:** Ongoing costs for data center usage, software licenses, and compliance certifications.

- **Pricing Strategy and Revenue Projections:**

Create a monetization framework that ties instance sizing and real-time resource

utilization to a service-based pricing model. This framework should include:

- **Instance Sizing Metrics:** Billing based on CPU hours, memory usage, storage consumption, and network throughput.
- **Dynamic Pricing Adjustments:** Mechanisms for pricing adjustments based on actual resource usage.
- **Value-Added Services:** Identification of premium services (e.g., enhanced security, advanced analytics) that offer additional revenue streams.
- **Financial Projections:** Scenario analyses that forecast revenue generation based on optimized resource utilization.

6. Governance and Vendor Coordination Plan:

- **Centralized Governance Framework:**

Establish a robust governance model that details:

- **Roles and Responsibilities:** Clear delineation of responsibilities among all participating vendors and the central management team.
- **Communication Protocols:** Standardized procedures for regular coordination meetings, shared dashboards, and status reporting.
- **Escalation Procedures:** Detailed escalation paths and dispute resolution mechanisms, supported by visual flowcharts, to manage inter-vendor issues and ensure rapid problem resolution.

- **Operational Oversight:**

A centralized management team will oversee all vendor activities, ensuring adherence to integration protocols, performance benchmarks, and security standards.

7. Future Transition Provisions:

- **Contractual Clauses for Licensing Transition:**

Incorporate contractual provisions that facilitate the eventual transition to a regulated environment where a limited number of licenses (e.g., 2–3) are issued for operating Sri Lanka's sovereign cloud.

- **Regulated Procurement Process:**

Reference a regulated procurement process (e.g., Beauty Contest or Auction+Beauty Contest) overseen by a Digital Services/Infrastructure Regulator. This process will establish standards, enforce compliance, and regulate pricing thresholds.

- **Mandated Workload Migration:**
Ensure that government workloads are required to migrate to the licensed operators, with potential inclusion of select private workloads as mandated by sector-specific regulators.
- **Data-Driven Licensing Decisions:**
Utilize the utilization and performance data collected during this phase to inform future pricing models and licensing decisions, ensuring a smooth transition to a monetizable, regulated cloud infrastructure.

8. Risk Management and Mitigation:

- **Comprehensive Risk Assessment:**
Identify potential risks associated with production deployment, including:
 - Integration challenges between multiple vendors.
 - Migration-related risks such as downtime or data loss.
 - Scalability issues and performance bottlenecks.
- **Mitigation Strategies:**
Develop specific risk mitigation strategies for each identified risk, such as:
 - Detailed contingency and rollback procedures.
 - Redundant systems and failover mechanisms.
 - Regular security audits and performance reviews.
- **Escalation and Communication:**
Outline detailed escalation processes supported by visual flowcharts to manage multi-vendor communication and dispute resolution efficiently. Ensure that there are clear channels for timely stakeholder notifications in case of issues.

3.2 Workload Assessment & Partitioning Methodology

Methodology:

1. Comprehensive Inventory:

- **Full Audit of Workloads:**
Conduct an exhaustive audit of all workloads currently running on the LGC. This audit should document every application, database, middleware component, virtual machine, and supporting service.

- **Metadata Collection:**

Gather detailed metadata for each workload, including:

- **Performance Metrics:** Historical data on response times, throughput, and system load.
- **Resource Allocation:** Information on allocated CPU, memory, storage, and network bandwidth.
- **Usage Patterns:** Historical usage data, including peak loads and average consumption.
- **Configuration Details:** Software versions, system dependencies, licensing, and integration points.

2. Critical Asset Register:

- **Documentation of Workload Roles:**

For each workload identified, document its functional role within the LGC. Detail how it supports government operations and public service delivery.

- **Interdependencies and Data Flows:**

Capture the interdependencies between workloads, including data exchange flows and system integrations. This ensures that any changes or migration efforts do not disrupt critical links.

- **Risk Assessment:**

Assign risk factors to each workload based on:

- **Operational Criticality:** The importance of the workload to the overall functioning of government services.
- **Data Sensitivity:** The level of confidentiality required, particularly for workloads handling sensitive or classified data.
- **Historical Performance:** Past performance indicators such as downtime frequency, incident history, and recovery times.

- **Register Creation:**

Compile this information into a structured “critical asset register” that will serve as the cornerstone for the migration strategy.

3. Segmentation Criteria:

- **Operational Criticality:**

Prioritize workloads that are mission-critical. These applications, which directly

impact essential government services, should be categorized for expedited and highly secured migration.

- **Data Sensitivity:**

Segment workloads based on data classification. Workloads handling sensitive, confidential, or classified information must be isolated and assigned to migration pathways with enhanced security measures.

- **Resource Utilization:**

Analyze the actual usage of resources (CPU, memory, storage, network) compared to allocated resources. This evaluation helps identify over-provisioned or underutilized workloads, enabling optimization and cost reduction in the new environment.

Outcome:

The result of this methodology will be a prioritized migration plan that segments the LGC into clearly defined groups. Each segment will be assigned:

- A risk rating based on operational criticality, data sensitivity, and historical performance.
- An optimized resource allocation plan that aligns actual usage with allocated resources.
- A tailored migration pathway ensuring that high-priority and sensitive workloads receive focused attention and additional safeguards during the migration process.

This structured assessment and segmentation strategy will enable a smooth, efficient, and risk-aware migration of the LGC workloads to the new Tier 3 data center environment or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity, laying a solid foundation for subsequent stages of cloud transformation and future monetization initiatives.

3.3 Change Management & Migration Protocols

Plan:

- **Pre-Migration Testing:**

- **Staging Environment Setup:**
Establish a dedicated staging environment that replicates the production environment as closely as possible. This environment will be used to simulate migration scenarios and validate migration procedures.
- **Rigorous Testing Protocols:**
Develop and execute comprehensive testing plans covering:
 - **Functional Testing:** Verify that each workload operates as expected in the staging environment.
 - **Performance Testing:** Assess system responsiveness, throughput, and load-bearing capacity under simulated peak conditions.
 - **Security Testing:** Conduct vulnerability assessments and penetration tests to ensure that security measures remain effective post-migration.
 - **Integration Testing:** Ensure that all interdependent systems communicate correctly and that data flows seamlessly between components.
- **Issue Resolution:**
Document any discrepancies or failures during testing, and refine the migration plan accordingly before executing the migration in production.
- **Detailed Migration Timeline:**
 - **Comprehensive Timeline Creation:**
Develop a detailed timeline that outlines all phases of the migration process. This timeline should include:
 - **Pre-Migration Preparation:** Activities such as workload assessment, pre-migration cleanup, and staging environment testing.
 - **Migration Phases:** Clear cutover dates and step-by-step migration procedures for each segmented workload.
 - **Testing Milestones:** Key milestones during testing phases to ensure each stage is validated before proceeding.
 - **Post-Migration Checkpoints:** Defined validation checkpoints to confirm that all systems are functioning as intended after migration.
 - **Milestone Documentation:**
Ensure that each phase is documented with expected start and finish dates, responsible teams, and clear deliverables.

- **Rollback Procedures:**

- **Contingency Planning:**

Develop a clear and detailed rollback plan for each workload segment. This plan must:

- Outline the steps required to revert to the previous stable environment.
- Define the triggers for initiating a rollback, such as critical failures or unacceptable performance issues.
- Include protocols for data synchronization and system recovery to prevent data loss.

- **Testing Rollback:**

Prior to the main migration, simulate rollback scenarios in the staging environment to ensure that the procedures are effective and can be executed swiftly if needed.

- **Real-Time Notifications:**

- **Communication Plan:**

Implement a robust communication plan that provides real-time updates to all stakeholders. This plan should include:

- **Notification Channels:** Email alerts, SMS, instant messaging, or a dedicated dashboard accessible to technical teams and management.
- **Regular Status Updates:** Scheduled updates during key phases of the migration to inform stakeholders of progress, issues, and resolution efforts
- **Escalation Protocols:** Clear guidelines on how and when to escalate issues, including contact information for critical decision-makers.

Monitoring:

- **Key Performance Indicators (KPIs):**

- **Establishment of KPIs:**

Define critical metrics to monitor throughout the migration process, including:

- **Migration Duration:** Time taken to complete each migration phase.
- **Downtime:** The amount of service downtime experienced during the migration.

- **Data Integrity:** Validation that data is fully preserved and accurate post-migration.
 - **Performance Benchmarks:** Metrics such as response times, throughput, and system load before and after migration.
 - **Real-Time Monitoring:**
 - Utilize monitoring tools to track these KPIs in real time, allowing immediate identification of any deviations from expected performance.
- **Post-Migration Validation:**
 - **Validation Processes:**
 - Define a set of validation processes to be carried out after migration, including:
 - **Functional Validation:** Confirm that each migrated workload performs all intended functions correctly.
 - **Performance Comparison:** Compare pre-migration and post-migration performance to ensure benchmarks are met or exceeded.
 - **Security Audit:** Perform a security audit to confirm that all security protocols remain intact and effective after migration.
 - **Feedback and Adjustment:**
 - Establish a feedback mechanism to capture any issues identified during post-migration validation. This feedback will be used to fine-tune processes and ensure that the production environment meets all operational targets.

This comprehensive change management and migration protocol ensures a controlled, transparent, and reversible migration process. It integrates rigorous pre-migration testing, a detailed timeline with clear milestones, robust rollback procedures, and continuous real-time communication to minimize risks and maintain system integrity throughout the migration process. Monitoring KPIs and post-migration validation further guarantee that the migrated workloads are fully operational and meet the necessary performance and security standards.

3.4 Monitoring, Reporting, and Backup/Recovery Solutions

Monitoring:

- **Deployment of Monitoring Tools:**
 - Deploy industry-standard monitoring solutions that provide real-time dashboards to

track critical system parameters. These tools should continuously monitor:

- **System Uptime:** Real-time visibility into system availability and any outages.
 - **Resource Utilization:** Metrics for CPU, memory, storage, and network bandwidth to ensure efficient usage.
 - **Incident Response Times:** Track the speed and effectiveness of incident detection and resolution.
 - **Overall Performance:** Monitor application responsiveness, latency, throughput, and load balancing across the environment.
- **Automated Alerts:**
Configure the monitoring system to generate automated alerts whenever performance anomalies are detected. These alerts should:
 - Be sent via multiple channels (e.g., email, SMS, instant messaging).
 - Trigger immediate notifications to designated technical teams to enable prompt investigation and remediation.
 - Include detailed information on the nature of the anomaly and the affected components, allowing for quick diagnosis.

Reporting:

- **Scheduled Reporting Formats:**
Establish structured reporting formats to provide stakeholders with comprehensive insights into system performance:
 - **Daily Reports:** Summarize key performance indicators (KPIs), including system uptime, incident logs, and any alerts issued within the day
 - **Weekly Reports:** Provide a more detailed analysis of resource utilization trends, recurring incidents, and performance metrics.
 - **Monthly Reports:** Offer an in-depth review of historical performance trends, including uptime statistics, incident response performance, capacity usage, and system efficiency improvements over time.
- **Dashboard Integration:**
Develop integrated dashboards accessible to stakeholders, providing real-time performance data and historical trends. These dashboards should allow:
 - Customizable views for different roles (e.g., IT operations, executive management, security teams).
 - Drill-down capabilities to analyze specific incidents or performance metrics.

- Automated generation and distribution of reports based on pre-defined schedules.

Backup & Recovery:

- **Automated Backup Processes:**

Implement robust, automated backup solutions that operate according to a scheduled plan:

- **Incremental Backups:** Perform frequent incremental backups to capture only changes since the last backup, reducing storage requirements and backup duration
- **Full Backups:** Schedule periodic full backups to ensure comprehensive data protection and integrity.

- **Defined RTO and RPO Targets:**

Establish clear Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for all critical workloads. These targets must:

- Be aligned with government service level agreements (SLAs).
- Ensure minimal disruption in the event of a system failure or data loss
- Guide the configuration of backup and recovery processes to meet these timeframes.

- **Checkpoint and Purge Mechanisms:**

Set up mechanisms to create regular data checkpoints during backup processes, facilitating efficient data recovery and system restoration. In addition:

- **Rollover Mechanisms:** Automate the rollover of inactive historical data into long-term storage solutions.
- **Purge Protocols:** Implement scheduled purge protocols to remove non-critical or expired data from live systems, ensuring that storage remains optimized and performance is not impacted by data bloat.

- **Audit Trails and Logs:**

Maintain comprehensive audit trails and detailed logs for all backup and recovery operations. This includes:

- Logging every backup, restore, and purge action, with time stamps and operator details.
- Regular reviews of these logs to ensure compliance with internal policies and external regulatory standards.

- Providing clear documentation to support any forensic or compliance audits.

These monitoring, reporting, and backup/recovery solutions are designed to ensure continuous operational visibility, efficient resource management, and robust data protection across the LGC environment. Together, they provide a resilient framework to support both day-to-day operations and long-term strategic objectives for cloud modernization.

3.5 Integration and Interoperability Standards

Standards:

- **Standardized APIs:**

- Define a set of open, standardized APIs that all vendors must implement.
- Ensure these APIs facilitate secure, consistent, and real-time data exchange between different systems.
- Specify the API protocols (e.g., RESTful, SOAP) and data formats (e.g., JSON, XML) to be used, ensuring compatibility across platforms.

- **Data Exchange Formats:**

- Establish uniform data exchange formats that ensure seamless interoperability.
- Standardize on common schemas and data models that all vendors must adhere to for consistency in data representation and processing.
- Document data transformation requirements for converting proprietary data formats to the standardized formats where necessary.

- **Middleware Requirements:**

- Define the middleware standards required to support connectivity and orchestration between disparate systems.
- Specify performance, scalability, and security requirements for middleware components, ensuring they facilitate efficient data routing, message queuing, and service orchestration.
- Mandate that middleware solutions are compatible with the defined API and data exchange standards.

- **Uniform Security Protocols:**

- Enforce standardized security protocols across all integration points, including encryption (e.g., TLS/SSL for data in transit, AES for data at rest) and robust authentication mechanisms (e.g., OAuth, JWT).
- Define mandatory security controls for API access, such as rate limiting, token management, and logging of access events.
- Ensure that all communication channels are secured according to industry best practices and comply with relevant international standards, such as ISO/IEC 27001.

- **Comprehensive Documentation:**

- Provide thorough documentation of all integration standards and protocols.
- This documentation should include detailed API specifications, data schemas, middleware configuration guidelines, and security protocols.
- Maintain a centralized repository for these documents to ensure that all vendors and internal stakeholders have access to the latest integration guidelines.

Governance:

- **Centralized Governance Framework:**

- Establish a centralized governance structure responsible for overseeing multi-vendor integration.
- Define roles and responsibilities for a central integration team that coordinates between vendors and ensures adherence to standardized protocols.
- Develop a governance model that includes regular coordination meetings, shared dashboards, and standardized procedures for issue escalation and resolution.

- **Coordination and Communication:**

- Schedule regular vendor coordination meetings to discuss integration challenges, share updates, and review performance metrics.
- Utilize shared dashboards to provide real-time visibility into integration status, interoperability metrics, and overall system performance.
- Implement standardized escalation procedures that outline clear steps and designated contacts for resolving integration issues quickly and efficiently.

- **Periodic Reviews and Audits:**

- Conduct periodic reviews and audits of the integration processes to ensure compliance with the established standards.
- Use audit results to identify areas for improvement and enforce corrective measures as needed.
- Document and report audit findings to the centralized governance body, ensuring continuous improvement in system interoperability and vendor coordination.

This detailed section outlines the integration and interoperability standards necessary for a seamless multi-vendor environment, complemented by a robust governance framework. These measures ensure that all vendor solutions are aligned, secure, and interoperable, ultimately supporting a cohesive and efficient production-grade cloud environment.

3.6 Security Framework and Data Classification

Security Zones:

- **Dedicated Security Zones:**
Establish dedicated security zones within the data center for highly sensitive workloads. These zones will be physically and logically separated from less sensitive areas to minimize the risk of unauthorized access or data breaches.
- **Robust Access Controls:**
Implement multi-factor authentication, role-based access controls, and strict entry protocols for personnel and systems accessing these zones.
- **Enhanced Encryption:**
Apply advanced encryption techniques for data stored in these zones and for data in transit between zones. This ensures that even if unauthorized access occurs, sensitive information remains protected.

Data Classification:

- **Data Categorization Model:**
Develop and implement a comprehensive data classification model that categorizes data based on its sensitivity and criticality.

- **Defined Gates and Checkpoints:**
Define specific security gates, checkpoints, and clearance protocols for accessing classified data. These measures ensure that only authorized personnel with appropriate clearance levels can access sensitive information.
- **Compliance with International Standards:**
Enforce strict data handling policies that comply with internationally recognized standards such as ISO/IEC 27001. This includes regular reviews of data classification processes to ensure they meet evolving regulatory and industry requirements.

Continuous Monitoring:

- **Integrated Security Monitoring Tools:**
Deploy continuous security monitoring solutions, such as Security Information and Event Management (SIEM) systems, to track and analyze security events across all zones.
- **Regular Audits and Assessments:**
Conduct periodic security audits and vulnerability assessments to evaluate the effectiveness of security controls. Use the findings to update and improve security protocols.
- **Real-Time Alerting:**
Implement automated alert systems that notify security teams immediately upon detecting suspicious activities or breaches, ensuring prompt incident response and mitigation.

Together, these components form a robust security framework and data classification strategy that safeguards sensitive government data and critical workloads. By integrating dedicated security zones, a detailed data classification model, and continuous monitoring, the LGC environment will maintain a high security posture while ensuring compliance with international standards.

3.7 Future Transition Provisions for Regulated Licensing

Licensing Transition:

- **Contractual Provisions:**
The procurement contracts will incorporate specific clauses that facilitate the eventual issuance of a limited number of licenses—targeting between 2 to 3—to build and operate Sri Lanka’s sovereign cloud infrastructure. These provisions ensure that the current migration and cloud deployment efforts are aligned with future regulatory frameworks, enabling a smooth transition from a multi-vendor production cloud

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

environment (LGC 2.1.0) to a regulated, sovereign cloud model.

Procurement Process:

- **Regulated Procurement Framework:**

The contracts will reference a regulated procurement process, such as a Beauty Contest or a combined Auction plus Beauty Contest, which will be overseen by a Digital Services/Infrastructure Regulator. This framework will:

- **Set Standards:** Define and enforce quality, security, and performance standards that licensed operators must meet.
- **Ensure Compliance:** Impose compliance requirements related to data protection, interoperability, and operational efficiency.
- **Control Pricing:** Establish both maximum pricing thresholds and cost-based minimums to prevent predatory pricing practices, ensuring fair market competition.

Mandates:

- **Mandatory Workload Migration:**

The future framework will require that all government workloads be migrated to, and operated by, the licensed cloud service providers. In addition, select private sector workloads—particularly those from regulated industries, such as banking or finance—may also be mandated to transition based on directives from relevant regulatory bodies.

- **Operational Consistency:**

These mandates ensure a uniform standard of service across all government and, where applicable, private cloud operations, supporting the overall strategic vision for a national sovereign cloud.

Data Integration:

- **Utilization Data Collection:**

Ensure that all resource utilization data gathered during Stage 2 and Stage 3 is systematically recorded and stored in a centralized database. This data should include metrics on CPU, memory, storage, network usage, and overall performance.

- **Informing Future Models:**

This utilization data will be critical in developing predictive models for future capacity planning, pricing strategies, and overall cloud infrastructure optimization. It

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

will serve as the foundation for:

- **Future Pricing Models:** Tying instance sizing and resource consumption directly to pricing, ensuring that costs reflect actual usage.
- **Licensing Decisions:** Providing empirical evidence to inform regulatory decisions regarding the issuance of licenses, ensuring that only vendors who meet strict performance and compliance benchmarks are selected.
- **Feedback Loop:**
Integrate the collected data into a continuous feedback loop that can be reviewed periodically by both the Digital Services/Infrastructure Regulator and the Ministry of Digital Economy. This will ensure that the future licensing framework remains dynamic, adaptable, and aligned with evolving technological and operational requirements.

This comprehensive section on Future Transition Provisions for Regulated Licensing ensures that the transformation of LGC is not only focused on immediate operational improvements but also strategically positioned for a future regulated cloud ecosystem. By incorporating detailed contractual, procedural, and data-driven elements, the proposal must lay a solid foundation for transitioning to a sovereign cloud infrastructure that meets rigorous regulatory, operational, and financial standards.

3.8 Risk Management and Vendor Coordination

Risk Assessment Framework:

- **Identification of Potential Risks:**
 - **Integration Challenges:**
Difficulties in ensuring seamless interoperability among systems from multiple vendors due to varying standards, interfaces, or technologies.
 - **Migration Downtime:**
Potential for prolonged service interruptions or data loss during the migration process, which could impact critical government services.
 - **Vendor Coordination Issues:**
Risks arising from miscommunication, conflicting schedules, or disagreements among different vendor teams, leading to delays or inconsistencies.
 - **Security Vulnerabilities:**
Possibility of data breaches or unauthorized access during or after migration, particularly in multi-vendor environments where security protocols may differ.

- **Performance Bottlenecks:**
Risks that post-migration performance may not meet established benchmarks (e.g., scalability, MTTR, MTBF), impacting system reliability.
 - **Mitigation Strategies:**
 - **Pre-Migration Testing:**
Conduct rigorous testing in a staging environment to identify and address integration challenges before production migration.
 - **Redundant Systems and Failover Mechanisms:**
Implement redundancy and automated failover procedures to minimize downtime and ensure rapid recovery.
 - **Vendor Alignment Workshops:**
Organize pre-migration coordination sessions and alignment workshops to establish common goals, clarify roles, and agree on integration standards.
 - **Security Audits and Continuous Monitoring:**
Enforce regular security audits and deploy continuous monitoring tools to quickly detect and address any vulnerabilities.
 - **Performance Benchmarking and Load Testing:**
Conduct comprehensive performance tests to identify potential bottlenecks and optimize resource allocation before full-scale migration.
-

Vendor Coordination Mechanisms:

- **Communication Protocols:**
 - **Standardized Communication Channels:**
Define and mandate the use of specific communication tools (e.g., collaboration platforms, shared dashboards, scheduled conference calls) for all vendor interactions.
 - **Regular Coordination Meetings:**
Schedule periodic coordination meetings (e.g., weekly status meetings, monthly review sessions) to discuss progress, share updates, and resolve any issues collectively.
 - **Centralized Reporting:**
Develop a centralized reporting system that aggregates key performance metrics and integration status, accessible by all stakeholders.

- **Escalation Procedures:**

- **Defined Escalation Paths:**

Establish clear, documented escalation paths with designated contacts at each vendor and within the central governance team.

- **Visual Flowcharts:**

Provide visual flowcharts that illustrate the escalation process, including initial reporting, intermediate review, and final resolution stages.

- **Dispute Resolution:**

Outline procedures for resolving disagreements or integration challenges, including mediation steps and final arbitration if necessary.

- **Governance Models:**

- **Centralized Governance Framework:**

Develop a detailed governance model that defines roles, responsibilities, and decision-making authority across all vendors.

- **Documentation and Visual Aids:**

Use diagrams and flowcharts to visually represent coordination processes, reporting structures, and dispute resolution mechanisms.

- **Periodic Reviews and Audits:**

Conduct regular reviews and audits of vendor performance and coordination effectiveness to ensure compliance with established standards.

Contingency Planning:

- **Detailed Contingency Plans:**

- **Plan for Migration Failures:**

Develop comprehensive contingency plans that include immediate rollback procedures for each critical workload segment, ensuring that service disruption is minimized.

- **Backup Plans for Vendor Coordination:**

Create backup strategies in case of vendor non-performance or misalignment. This may include alternative vendors or additional support from the centralized management team.

- **Incident Response Protocols:**

Establish clear incident response protocols that are triggered by critical failures or unexpected issues during migration and post-migration phases.

- **Communication and Crisis Management:**

Define crisis communication plans that include timely notifications to all stakeholders, detailed action plans, and a dedicated crisis management team.

- **Regular Drills and Simulations:**
Conduct regular contingency drills and simulations to test the effectiveness of the contingency plans. Adjust the plans based on drill outcomes and feedback from involved teams

4. Service Level Agreement (SLA)

This SLA framework is designed to ensure that the LGC support and maintenance services meet stringent performance standards and provide transparent, accountable service delivery. The SLA includes granular performance metrics, a clearly defined escalation process, and dynamic penalty and incentive structures.

4.1 Performance Metrics

Uptime Guarantees:

- The vendor shall ensure that the LGC maintains a minimum uptime of 99.9% per month. Uptime is defined as the period during which the cloud services are fully operational and accessible to authorized users, excluding any pre-scheduled maintenance windows.

Response Time

- **Critical Issues:** Initial response within 30 minutes of issue notification (e.g., system-wide outages or major security breaches).
- **High-Priority Issues:** Initial response within 1 hour (e.g., significant functionality loss affecting multiple users).
- **Medium-Priority Issues:** Initial response within 4 hours (e.g., localized impact affecting fewer users or non-critical applications).
- **Low-Priority Issues:** Initial response within 8 hours during business hours (e.g., minor issues or informational queries).

Resolution Time:

- **Critical Issues:** Resolution or implementation of an acceptable workaround within 4 hours.
- **High-Priority Issues:** Resolution within 8 hours.
- **Medium-Priority Issues:** Resolution within 24 hours.
- **Low-Priority Issues:** Resolution within 48 hours.

Additional Performance Indicators:

- **Mean Time Between Failures (MTBF):** Vendors must provide historical data and future targets for MTBF, offering insight into the reliability of the LGC infrastructure.
- **Mean Time to Restore (MTTR):** In addition to resolution times, vendors shall commit to specific MTTR targets to measure the efficiency of their recovery processes.

4.2 Escalation Procedures

Tiered Escalation Matrix:

The escalation process is structured into multiple levels based on the severity and type of incident (e.g., security breaches, hardware malfunctions, software issues), with clearly defined roles and responsibilities:

Initial Escalation:

- When an issue remains unresolved beyond the defined response or resolution time, the matter shall be escalated to the first level of technical support.
- The vendor must document all actions taken, with initial diagnostics and attempted remedies clearly noted.

Secondary Escalation:

- If the issue persists, it will be escalated to the vendor's mid-level management. This stage involves higher-level technical experts who review the escalation report and update resolution timelines.
- A formal escalation report is required, detailing the incident type, impact, and steps taken thus far.

Final Escalation:

- For persistent or critical issues that remain unresolved after secondary escalation, the matter shall be escalated to the vendor's senior management and the designated client liaison.
- A review meeting must be convened within 24 hours to assess corrective actions, revise resolution schedules, and determine if additional support measures are necessary.

Role Definition and Incident Differentiation:

- The escalation process must specify roles for on-site technicians, remote support staff, and managerial oversight.
- The matrix shall differentiate between types of incidents (e.g., security breaches may trigger a more immediate and higher level of escalation compared to minor hardware malfunctions) with documented thresholds for each category.

4.3 Penalty Clauses and Incentives

Penalty Clauses:

- **Uptime Penalties:** For every 0.1% drop in uptime below the 99.9% threshold, a proportional percentage reduction in the monthly fee will be applied.
- **Response/Resolution Penalties:** Delays beyond the stipulated response or resolution times will incur a daily penalty calculated as a percentage of the monthly service fee.
- **Sliding Scale Penalties:** Penalties may increase on a sliding scale based on the severity and frequency of breaches—e.g., multiple breaches within a month may trigger higher cumulative deductions.

Incentive Structures:

- **Performance Bonuses:** Vendors may earn bonuses if they consistently exceed SLA targets.

For instance, maintaining uptime above 99.9% throughout the contract period could result in a bonus payment at year-end.

- **Accelerated Resolution Incentives:** Additional incentives may be provided for achieving resolution times faster than the targets, with detailed bonus calculations specified in the contract.
- **Tiered Incentives:** The incentive structure may include tiered rewards based on performance tiers (e.g., exceptional performance leading to a 10% bonus of the monthly fee).

4.4 Reporting and Review Frequency

Regular Reporting:

- The vendor shall submit detailed monthly performance reports, including uptime statistics, incident logs, response and resolution times, MTBF, MTTR, and any instances of SLA breaches along with corrective measures taken.

Quarterly Reviews:

- Formal review meetings will be held quarterly between the vendor and the government's designated representatives. These reviews will assess overall performance, discuss recurring issues, and address potential improvements to SLA targets or escalation processes.

Ad-Hoc Reviews:

- In the event of critical incidents or persistent performance issues, the vendor and government representatives may schedule ad-hoc review meetings to address urgent concerns and agree on immediate corrective actions.

This SLA framework ensures that all performance metrics, escalation procedures, and financial incentives are clearly defined and measurable. By incorporating granular indicators such as MTBF and MTTR, establishing a tiered escalation matrix, and detailing dynamic penalty and incentive structures, the SLA provides a robust mechanism for continuous improvement and accountability in the support and maintenance of the LGC.

5. Vendor Eligibility and Qualification Criteria

Experience and Track Record in Supporting Similar Cloud Infrastructures

Vendors must demonstrate a proven history of providing support and maintenance services for cloud infrastructures similar in scale and complexity to the LGC. This includes evidence of successfully managing environments that support critical government operations. Documentation should include case studies, detailed project descriptions, and measurable outcomes from previous contracts.

Financial Stability and Resource Availability

Vendors are required to provide financial statements and evidence of sustained financial stability over the past three to five years. This is to ensure that they possess the necessary resources—both human and technical—to consistently deliver high-quality support services. Proof of available resources such as dedicated support teams, specialized technical equipment, and backup capabilities should be included.

Certification and Compliance Requirements

Bidders must hold relevant certifications that validate their expertise in cloud infrastructure support and maintenance. Certifications such as ITIL, ISO 27001, and other industry-recognized credentials are desirable. Additionally, vendors must comply with applicable governmental and industry standards, including data security, privacy, and regulatory guidelines. Evidence of ongoing compliance monitoring and certification renewals is required.

Key Personnel and Team Structure

The bid must include detailed profiles of the key personnel who will be assigned to this project, including their roles, qualifications, and relevant experience. The vendor should provide an organizational chart illustrating the team structure, highlighting lines of communication and escalation paths. Information regarding training, certifications, and continuous professional development for the team members is also essential.

References and Past Performance Indicators

Bidders must submit references from previous clients, preferably within the public sector or similar critical infrastructure environments. These references should attest to the vendor's ability to deliver prompt, reliable support and maintenance services. Past performance indicators, including uptime statistics, incident resolution records, and client satisfaction ratings, should be provided to validate the vendor's performance history.

4.1. Bidders must demonstrate:

- 4.1.1. A minimum of five (5) years' experience in IT contracts, including support, maintenance, and migration of cloud infrastructures.
- 4.1.2. Specific experience in large-scale cloud infrastructure projects with a minimum project value of LKR 100 million in the last ten (10) years.
- 4.1.3. A certified average annual turnover of LKR 700 million for the past three (3) years.
- 4.1.4. Sufficient financial resources, with a minimum cash-flow requirement of LKR 600 million.
- 4.1.5. Certification as a Tier 3 Data Center Operator or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity, with proven capabilities in managing high-availability environments, data center operations, and NOC/SOC functions.

5. Eligible IT Products and Services

- 5.1. The IT products and services required include all hardware, software, consumables, and related support systems necessary for:
 - 5.1.1. The ongoing support and maintenance of the LGC.
 - 5.1.2. The migration of workloads to a Tier 3 data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity (Stage 2).
 - 5.1.3. The deployment and management of a production-grade multi-vendor cloud environment (Stage 3), including data center operations and NOC/SOC capabilities.

This comprehensive set of eligibility and qualification criteria is intended to ensure that only highly competent and reliable vendors, with a strong track record in managing critical cloud Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

infrastructures, are considered for the support and maintenance of the existing LGC environment.

6. Technical and Operational Requirements

This section establishes the comprehensive technical and operational standards required to support the existing LGC environment, ensuring system integrity, security, and continuous optimal performance. The vendor must demonstrate a thorough understanding of the current assets, maintenance protocols, change management procedures, and robust disaster recovery strategies, along with adherence to recognized industry standards.

6.1 Detailed Description of Current Hardware and Software Assets

Hardware Assets:

• Inventory and Critical Asset Register:

- A comprehensive inventory of all hardware components, including servers, storage arrays, network switches, backup power systems, firewalls, load balancers, and other specialized equipment.
- The vendor shall create and maintain a “critical asset register” that identifies key components and assigns risk ratings based on factors such as age, failure history, and operational criticality. This register will serve as a baseline for prioritizing preventive maintenance and support efforts.

Software Assets:

- A detailed catalog of all operating systems, virtualization platforms, middleware, database systems, and custom-developed as well as off-the-shelf applications.
- Licensing details, version numbers, and support agreements must be documented to ensure compliance, proper patch management, and timely renewals.
- An inventory of integrated third-party applications that interface with the LGC, including their support contracts and security updates.

Support for a Potential Future Migration

All documentation must be comprehensive and detailed enough to support a potential future migration of the LGC to a different data center. This includes network diagrams, configuration files, and detailed operating procedures.

6.2 Specific Maintenance Tasks and Periodic Checks

Preventive Maintenance:

- Regular, scheduled hardware inspections, cleaning, firmware updates, and comprehensive testing of components to identify potential failures before they occur.
- Periodic software reviews to apply patches, updates, and vulnerability assessments, ensuring that all systems are up-to-date and secure.

Corrective Maintenance:

- Immediate diagnostic actions and repairs upon detection of hardware or software faults.
- Established replacement procedures for failed components, coordinated with approved vendors, with documented rollback procedures in case of unsuccessful fixes.

Periodic Checks:

- Routine system performance audits and stress tests to verify that hardware operates within optimal parameters.
- Scheduled health checks and integrity assessments of all software systems.
- Comprehensive reviews of backup systems and recovery mechanisms to ensure operational readiness.

6.3 Change Management Processes

Vendors must provide a detailed change management protocol that covers: • **Planned Changes:**

- Procedures for scheduling and implementing software updates, hardware replacements, and configuration changes.
- Mandatory testing protocols prior to deployment, including pre-change and post-change verification tests.
- Clearly defined rollback procedures in case a change adversely affects system performance.

• Notification Processes:

- Advance notifications to government IT staff regarding planned changes, including detailed timelines and expected impacts.
- Documentation of change approvals and a change log that tracks all modifications made to the system.

6.4 System Monitoring Tools and Reporting Expectations

Monitoring Tools:

- Deployment of industry-standard monitoring solutions compliant with ITIL frameworks that offer real-time dashboards accessible to government IT staff.
- These tools must provide continuous tracking of system performance, resource utilization, and security events, enabling visualization of uptime, load balancing, Mean Time to Repair (MTTR), and incident trends.

Reporting Expectations:

- Daily and weekly operational status reports detailing key performance metrics, incident logs, and maintenance actions.
- Immediate incident notifications through predefined communication channels to ensure timely escalation for critical issues.
- Monthly performance reviews and trend analysis reports to support continuous improvement initiatives and strategic planning.

6.5 Data Backup, Recovery, and Disaster Management Support

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Data Backup:

- Regular, automated backups of all critical data according to an established schedule, with multiple redundancy levels (e.g., daily incremental backups and weekly full backups).
- Backup data must be securely stored off-site or in a cloud-based location to mitigate risks from localized failures.

Recovery Procedures:

- Clearly defined Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for all critical systems, aligned with government requirements.
- Detailed, documented restoration procedures for data and system recovery in the event of hardware failure or data loss.

Disaster Management Support:

- Development and continuous improvement of a comprehensive disaster recovery plan that outlines protocols for natural disasters, cyber-attacks, and system-wide failures.
- Mandated regular disaster recovery drills, including automated failover testing, to validate the recovery processes and ensure preparedness of all stakeholders.
- Coordination with government disaster recovery teams to conduct joint testing and reviews of the disaster management strategy.

6.6 Security Protocols and Compliance**• Standards Adherence:**

– The vendor must comply with internationally recognized standards, such as ISO/IEC 27001, to ensure robust information security management.

• Encryption and Access Control:

– A detailed description of the encryption methods used for data at rest and in transit, including key management practices.

– Comprehensive access control measures to ensure that only authorized personnel have access to critical systems, complemented by regular security audits and monitoring.

• Data Protection:

– Implementation of strict policies for data handling, regular vulnerability assessments, and compliance with all applicable data protection laws and government regulations.

The vendor must not only maintains the LGC's current performance but also proactively manages risks, ensures data security, and supports continuous improvement through detailed change management and monitoring processes.

6.7 Exit Strategy and Transition Support:

- The vendor shall provide a detailed handover plan at the end of the contract period, including all relevant documentation and knowledge transfer sessions.
- In the event of a migration to a new data center, the vendor shall provide active support and technical information to the transition team or the new vendor.

3.1. Infrastructure and Environment

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- **Server and Virtualization Layer**

- Support for hypervisor technologies (VMware, Hyper-V, KVM, or equivalent) with high-availability configurations.
- Compatibility with existing LGC OS and application stacks (Linux, Windows, container platforms, etc.).

- **Storage and Backup**

- Tiered storage solutions with automated backup and recovery processes.
- Data replication strategies ensuring RPO/RTO compliance.

- **Network**

- Redundant network architecture, meeting Tier 3 standards for minimal downtime.
- Segmented VLANs for different security zones (e.g., DMZ, production, management).

3.2. Change Management and Migration

- **Migration Tools and Automation**

- Automated scripts or tools for workload replication, reducing manual intervention and minimizing downtime.

- **Rollback Procedures**

- Documented steps for reverting to the previous stable environment in case of critical failures.
- Comprehensive data synchronization approach to prevent data loss.

3.3. Monitoring and NOC/SOC Integration

- **Continuous Monitoring**

- Real-time dashboards for CPU, memory, storage, network utilization, and application performance.
- Automated alerting for anomalies or threshold breaches.
- **Security Operations Center (SOC)**
 - 24/7 security event monitoring, incident detection, and rapid response.
 - Integration with SIEM tools for threat correlation and advanced analytics.

3.4. Security and Compliance

- **Tier 3 Data Center Certification**
 - Evidence of certification from a recognized authority, confirming compliance with Tier 3 design and operational guidelines.
- **Encryption and Access Control**
 - Data-at-rest and data-in-transit encryption, multi-factor authentication, and role-based access controls.
- **ISO/IEC 27001 or Equivalent**
 - Adherence to international security standards, ensuring continuous auditing and improvement.

7. Commercial Terms and Pricing

7. Bid Submission Requirements and Process

Submission Guidelines and Format

- **Format:**
Bidders are required to submit their bids in two formats: an electronic version and a hard copy version.
- **Electronic Submission:**
 - Bids must be submitted via the designated e-procurement portal or through the specified secure email address.
 - The electronic bid should be formatted as a PDF file, ensuring all attachments

and appendices are clearly labeled and organized.

- **Hard Copy Submission:**

- A printed version of the complete bid must be submitted in a sealed envelope.
- The envelope must be clearly marked with “ORIGINAL” for the primary copy and “COPY” for the additional required copies.

- **Submission Address and Deadline:**

All bids must be delivered to the designated address specified in the bidding document by the stated deadline. Late submissions will not be considered.

Mandatory Documents

Bidders must include the following documents as part of their bid package:

- **Company Profile:**

A comprehensive overview of the company, including history, core competencies, organizational structure, and relevant experience in cloud infrastructure support and maintenance.

- **Financial Statements:**

Audited financial statements for the past three to five years demonstrating financial stability and resource availability.

- **Certifications:**

Copies of relevant certifications such as ITIL, ISO 27001, or other industry-standard credentials that validate the vendor’s expertise in supporting cloud environments.

- **Service Methodology:**

A detailed description of the proposed service approach, including maintenance processes, incident management, escalation procedures, and performance monitoring strategies.

- **Additional Supporting Documents:**

- Resumes or profiles of key personnel who will be assigned to this project.
- Case studies or references from previous contracts, particularly within similar public sector or critical infrastructure environments.
- Any other documents specified in the bidding document that demonstrate the bidder’s capacity to deliver the required services.

Bid Security and Validity Period

- **Bid Security:**

Bidders must include a bid security in the form of a bank guarantee, irrevocable letter of credit, or certified check. The amount and specific requirements for the bid security will be detailed in the bidding document.

- The bid security is intended to ensure that bids are genuine and to compensate the government in the event of non-compliance or withdrawal of the bid before the contract award.

- **Validity Period:**

All submitted bids must remain valid for a specified period, as outlined in the bidding document (typically 90 to 120 days from the submission deadline). This ensures that vendors are committed to the terms and pricing proposed in their bid during the evaluation process.

Instructions on Queries and Clarifications

- **Submission of Queries:**

Bidders are required to submit any questions or requests for clarification in writing via the designated contact email or through the official bidding portal.

- All queries must be submitted by the deadline specified in the bidding document, typically not later than 14 days before the bid submission deadline.

- **Response and Communication:**

The contracting authority will provide responses to all received queries in the form of an addendum to the bidding document. These responses will be shared with all bidders to ensure transparency and fairness.

- **Timeline for Vendor Inquiries:**

- Initial queries should be submitted within the stipulated time frame.
- The official responses will be provided no later than 10 days prior to the bid submission deadline, allowing bidders adequate time to incorporate any clarifications or changes into their proposals.

This section establishes a clear and structured process for bid submission, ensuring that all bidders understand the documentation, format, security, and timelines required for a compliant and competitive bid submission.

9. Evaluation and Award Process

Evaluation Criteria and Scoring Methodology

The evaluation process will be conducted in two primary phases: a technical evaluation followed by a financial evaluation. The following criteria will be used to assess and score each bid:

- **Technical Competence (40% of Total Score):**

- Assessment of the vendor's experience and track record in supporting similar cloud infrastructures.
- Evaluation of the proposed service methodology, including maintenance processes, incident management, and escalation procedures.
- Review of certifications, compliance with security standards, and evidence of successful past projects.

- **Service Level Agreement (SLA) Compliance (25% of Total Score):**

- Alignment of the vendor's proposed performance metrics with the required uptime guarantees, response times, and resolution times.

- Clarity and robustness of the escalation procedures and reporting mechanisms.
- Incentives, penalty clauses, and the vendor's approach to maintaining service quality.
- **Pricing Competitiveness (25% of Total Score):**
 - Overall cost-effectiveness of the fixed annual fee and tiered pricing for additional services.
 - Detailed breakdown and justification of costs for routine versus emergency support services.
 - Clarity in the provisions for price adjustments during the contract period.
- **Additional Factors (10% of Total Score):**
 - Organizational structure, key personnel profiles, and resource availability.
 - Quality of references and past performance indicators from similar projects.
 - Innovation in proposed solutions and any value-added services that enhance the overall support framework.

Each bid will be scored against these criteria using a predefined weighted matrix. Bidders must provide clear, detailed responses to all sections to achieve full marks in each area.

Shortlisting and Interview Process

- **Shortlisting:**
 - Bids that meet the minimum eligibility requirements and achieve a predetermined threshold in the technical evaluation will be shortlisted.
 - Shortlisted vendors will be ranked based on their composite technical and financial scores.
- **Interview/Presentation (if applicable):**
 - Selected bidders may be invited to participate in an interview or presentation session to further clarify aspects of their proposals.
 - During this session, bidders will be expected to elaborate on their service methodology, demonstrate their monitoring and reporting capabilities, and address any specific concerns raised during the initial evaluation.
 - The interview process provides an opportunity for the evaluation committee to assess the vendor's communication skills, responsiveness, and overall fit with the government's operational needs.

Notification of Award and Debriefing for Unsuccessful Bidders

- **Notification of Award:**
 - The successful vendor will be formally notified through an official award letter, which will detail the contract terms, effective date, and any required pre-contractual obligations.
 - The notification will be followed by a contract negotiation phase to finalize the agreement before the official signing.

- **Debriefing for Unsuccessful Bidders:**
 - Unsuccessful bidders will receive a written debriefing outlining the key areas where their proposals did not meet the required standards or scoring benchmarks.
 - This debriefing will include feedback on technical and financial shortcomings and suggestions for improvement in future submissions.
 - The aim is to ensure transparency in the evaluation process and provide constructive guidance to all participating vendors.

This structured evaluation and award process ensures fairness, transparency, and competitiveness, ultimately leading to the selection of a vendor best positioned to provide reliable support and maintenance for the existing Lanka Government Cloud infrastructure.

10. Terms and Conditions

10.1 Contract Duration and Renewal Options

- **Duration:**

The contract is valid for a period of one year from the effective date of signing.
- **Renewal Options:**

The contract may be renewed for additional one-year periods based on mutual agreement. Renewal options will be subject to a review of vendor performance and adherence to the SLA. Specific terms for renewal, including any adjustments in pricing or scope, will be negotiated at least 60 days before the contract's expiration.

10.2 Termination Clauses and Penalties

- **Termination for Convenience:**

Either party may terminate the contract by providing written notice at least 90 days in advance.
- **Termination for Cause:**

The government reserves the right to terminate the contract immediately if the vendor fails to meet critical performance metrics, breaches confidentiality or data security requirements, or is found in violation of any significant contractual obligation.
- **Penalties:**

In cases of early termination for cause, the vendor may be liable for penalties, including compensation for any direct losses incurred due to service disruptions or failure to meet agreed-upon service levels. Specific penalty amounts or percentages will be outlined in the contract and applied based on the severity and impact of the breach.

10.3 Confidentiality and Data Security Requirements

- **Confidentiality Obligations:**
The vendor must treat all government data and proprietary information as strictly confidential. This includes any technical, operational, financial, or strategic information related to the LGC.
- **Data Security:**
The vendor shall implement and maintain robust data security measures in accordance with industry best practices and government regulations. This includes regular security audits, encryption of sensitive data, access control protocols, and compliance with applicable data protection laws.
- **Non-Disclosure:**
All personnel involved in the execution of the contract must sign non-disclosure agreements, ensuring that confidential information is not disclosed to unauthorized third parties during or after the contract period.

10.4 Dispute Resolution Mechanisms

- **Negotiation:**
In the event of any dispute arising from or related to the contract, the parties agree first to attempt to resolve the issue amicably through informal negotiations.
- **Mediation and Arbitration:**
If a dispute cannot be resolved through direct negotiations within 30 days, the parties agree to engage in mediation. Should mediation fail, disputes will be resolved by binding arbitration under the rules specified in the contract. The arbitration process will be conducted in accordance with the legal framework agreed upon by both parties, with decisions deemed final and enforceable.
- **Jurisdiction:**
The contract will specify the applicable jurisdiction and legal venue for resolving any disputes that may not be settled through mediation or arbitration.

10.5 Force Majeure and Other Standard Contractual Provisions

- **Force Majeure:**
Neither party shall be held liable for any failure or delay in performance due to circumstances beyond its reasonable control, including but not limited to natural disasters, acts of war, terrorism, or government actions. In such events, the affected party must notify the other party promptly, and both parties will work together to mitigate the impact of the force majeure event.
- **Standard Provisions:**
Additional standard contractual clauses will apply, including:
 - **Entire Agreement:** This document, together with any appendices and agreed-upon amendments, constitutes the entire agreement between the parties.
 - **Amendments:** Any changes or modifications to the contract must be made in

writing and signed by both parties.

- **Assignment:** The vendor may not assign or transfer its rights or obligations under this contract without prior written consent from the government.
- **Governing Law:** The contract will be governed by and construed in accordance with the applicable laws and regulations of the jurisdiction specified in the contract.
- **Severability:** If any provision of this contract is found to be unenforceable or invalid, the remaining provisions shall remain in full force and effect.

10.6 Transition Support Clause:

The vendor agrees to provide reasonable support and cooperation in the event of a future migration of the LGC infrastructure. This includes providing documentation, knowledge transfer, and technical assistance to the government or a designated third party.

These terms and conditions are designed to ensure a balanced, transparent, and legally sound framework for the support and maintenance of the LGC, protecting the interests of both the government and the vendor throughout the contract duration.

11. Appendices

Template Forms for Vendor Responses

This appendix includes standardized templates that vendors must complete as part of their bid submission. These templates are designed to ensure consistency and facilitate the evaluation process. Examples include:

- **Bid Submission Form:** A cover sheet requiring basic company information, a declaration of bid authenticity, and a summary of the proposed pricing structure.
- **Technical Response Template:** A structured form for detailing the vendor's proposed service methodology, maintenance schedule, and technical support processes.
- **Key Personnel Profile Form:** Templates for providing resumes, certifications, and roles of key team members who will be dedicated to the LGC support contract.
- **Compliance and Certification Checklist:** A form for confirming that all necessary certifications (e.g., ITIL, ISO 27001) and compliance requirements have been met, including data security and privacy protocols.

Detailed Asset Inventory of LGC Hardware and Software

An exhaustive inventory of the existing LGC infrastructure is provided in this section. It includes:

- **Hardware Inventory:**
 - Detailed lists of servers, storage systems, network switches, routers, and backup power units, including model numbers, serial numbers, capacity, and current maintenance status.
 - Schematics and physical location maps of critical hardware components within the data center.
- **Software Inventory:**
 - A comprehensive list of operating systems, virtualization platforms, middleware, database systems, and key applications used within the LGC.
 - Licensing details, version numbers, and support contract information for each software

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component.

- **Asset Management Reports:**

- Historical performance data and previous maintenance logs that help assess the current operational status of the LGC.

Sample Service Reports and Performance Indicators

This appendix provides examples of the reporting formats that the vendor is expected to adhere to for monitoring and performance evaluation:

- **Monthly Performance Report:**

- A sample report detailing uptime percentages, incident logs, response and resolution times, and maintenance activities performed during the reporting period.

- **Incident Report Template:**

- A form capturing critical details of each incident, including the nature of the issue, time of occurrence, response actions taken, resolution status, and lessons learned.

- **Key Performance Indicator (KPI) Dashboard:**

- Visual dashboards or scorecards that track vital metrics such as system uptime, mean time to repair (MTTR), number of preventive maintenance activities, and customer satisfaction ratings.

- **Trend Analysis Reports:**

- Samples of periodic reviews that summarize historical performance data, identify recurring issues, and recommend process improvements.

Contact Information and Support Escalation Directory

A comprehensive directory is provided to ensure clear communication channels for support and escalation procedures:

- **Primary Support Contacts:**

- Names, roles, telephone numbers, and email addresses for the vendor's dedicated support team.

- **Secondary and Escalation Contacts:**

- Contact details for technical managers and senior executives who can be reached if primary support channels do not resolve an issue within the stipulated timeframes.

- **Government Liaison Information:**

- A list of designated government representatives, including IT management and procurement contacts, responsible for interfacing with the vendor during contract execution.

- **Emergency Contact Protocols:**

- Detailed procedures outlining the process for after-hours support, including hotline numbers, SMS or instant messaging alerts, and escalation timelines.

These appendices are integral to the procurement document, providing essential tools, templates, and reference materials that will support both the bid evaluation process and the ongoing management of the LGC support and maintenance contract.

Annexure I

Existing Hardware	
Model	Service Tag
PE R730	8WQHJ2
PE R730	8WLGJ2
PE R730	8WMJHJ2
PE R730	8WLCHJ2
PE R730	8WLCHJ2
PE R730	8WRCHJ2
PE R730XD	9NSF2K2
PE R730XD	9NTF2K2
PE R730XD	9NGB2K2
PE R730XD	9ND92K2
PE R730XD	85TCHJ2
PE R730XD	85ZBHJ2
PE R730	8WMCHJ2
PE R730	8WKCHJ2
PE R730	8WNBHJ2
PE R730	8WPFHJ2
PE R730	8WPCHJ2
PE R730	8WQGHJ2
PE R730XD	9NHC2K2

PE R730XD	9NF82K2
PE R730XD	9NDF2K2
PE R730XD	9NFH2K2
PE R730XD	85Z9HJ2
PE R730XD	85YGHJ2
PE R730	8WQ9HJ2
PE R730	8WMHHJ2
PE R730	8WNGHJ2
PE R730	8WQBHJ2
PE R730	8WKJHJ2
PE R730XD	85XHHJ2
PE R730XD	9NGG2K2
PE R730XD	9NCC2K2
PE R730XD	9NV82K2
PE R730XD	860BHJ2
PE R730XD	85ZFHJ2
PE R730XD	9NV62K2
PE R730XD	85WCHJ2
PE R730XD	85XHHJ2
PE R730XD	85Y9HJ2
PE R730XD	85XDHJ2
PE R730XD	85X9HJ2
PE R730XD	85TBHJ2

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PE R730XD	85YBHJ2
PE R730XD	85Y7HJ2
PE R730XD	85TFHJ2
PE R730XD	85TGHJ2
PE R730XD	85YDHJ2
PE R730XD	85X7HJ2
PE R430	7TF8HJ2
Model	Service Tag
Compellent SC9000	9RBDHJ2
Compellent SC9000	9R7BHJ2
Compellent SC420	63VDHJ2
Compellent SC420	644JHJ2
DELL S4148F-ON TOP OF RACK Switch	CJ9GPK2
DELL S4148F-ON TOP OF RACK Switch	JG9GPK2
DELL S4148F-ON TOP OF RACK Switch	HH9GP2
DELL S4148F-ON TOP OF RACK Switch	9D9GPK2
Power Switch 6010S	24QPPK2
Dell Networking Switch S3100	2PV1XC2
Dell Networking Switch S3100	6SV1XC2
Power Switch S4048-ON	9123XC2
Power Switch 6010-ON	92Q1XC2
Power Switch S4048-ON	BW13XC2

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Dell Networkin Switch S3100	HNV1XC2
Brocade 6510 San Switch	H7YZS72
Brocade 6510 San Switch	B7YZS72
	FG180FTK23901083 FG180FTK23901056
Fortinet 1800F/ FAZ 200	Forti Analyzer - FL-2HFTB20001206
PE R740	CKRRSC3
PE R740	9KRRSC3
PE R740	FKRRSC3
PE R740	2KRRSC3
PE R740	3KRRSC3
Section VI – Schedule of Requirements	
PE R740	4KRRSC3
PE R740	5KRRSC3
PE R740	HKRRSC3
PE R740	1LRRSC3
PE R740	JKRRSC3
PE R740	GKRRSC3
PE R740	8KRRSC3
PE R740	7KRRSC3
PE R740	DKRRSC3

PE R740	BKRRSC3
PE R740	2LRRSC3
Dell EMC Unity 380 Storage	CF2TC21080
Jbods	
Dell MD 1400 DAE	95SRSC3
Dell MD 1400 DAE	85SRSC3
Dell MD 1400 DAE	B5SRSC3
Dell MD 1400 DAE	55SRSC3
Dell MD 1400 DAE	45SRSC3
Dell MD 1400 DAE	C5SRSC3
Dell MD 1400 DAE	35SRSC3
Dell MD 1400 DAE	65SRSC3
Dell MD 1400 DAE	75SRSC3
DEll Brocade 6620B San Switch	C2N9CZ2
DEll Brocade 6620B San Switch	62N9CZ2
DEll Brocade 6610B San Switch	BRCEZL1943
DEll Brocade 6610B San Switch	BRCEZL1943
DELL Broade N2210-ON (MGMT)	9N7QY03
Power Switch N2210-ON (MGMT)	FP7QY03

LGC Hosting Services	No of Tenants	No of Org.	Provisioned Resources		
			vCPU	Memory (Gb)	Storage (Gb)
1. LGC hosting requests by Government Institutions	160	111	5,685	12,298	385,007
2. Managed VMs – Internal ICTA & External Gov. Inst.	3	138	624	1,371	33,500
3. Website hosting for multiple Gov. Institutions	4	305	294	634	26,400
4. For Projects implemented by ICTA	41	375+	2,192	4,878	125,772
5. LGC Administration related	5	-	400	556	11,361
6. LGC System Use	3	-	63	32	1200
Total	213		9,258	19,769	583,240

Classification		vCPU	Memory (Gb)	Storage (Gb)
1	Total Provisioned LGC resources	9,258	19,769	583,240+

LGC Pipeline resource requirement

Classification		vCPU	Memory (Gb)	Storage (Gb)
1	New LGC resources requirement	2498	8196	223,440+

Existing Platform – Red Hat

1. Red Hat OpenStack Platform with Satellite, Premium (2 sockets)
2. Red Hat Virtualization, Premium (2 sockets)
3. Red Hat OpenStack Platform (with Guest OS) with Satellite, Premium (2 sockets)
4. Red Hat OpenStack Platform

Section VII – General Conditions

For Reference Only

Section VII – General Conditions

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22. Transport and Delivery	
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24. IT Products and/or Services	
25. Inspection and Testing	
26. Completion	
27. Commissioning and Operational Acceptance	
F. Guarantees and Liabilities	
28. Completion Time Guarantee	
29. Defect Liability	
30. Functional Guarantees	
31. Intellectual Property Rights Warranty	
32. Intellectual Property Rights Indemnity	
33. Limitation of Liability	
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For Reference Only

A. CONTRACT AND INTERPRETATION

1. Definitions

1.1 The following words and expressions shall have the meanings hereby assigned to them:

- “Adjudicator” means the person named in Appendix 2 (Adjudicator) of the Contract, or otherwise appointed by agreement between the Employer and the Contractor to make a decision on or to settle any dispute or difference between the Employer and the Contractor referred to him or her by the parties, pursuant to GC Clause 52 (Disputes and Arbitration).
- “Agreed and Finalized Project Plan” means the project plan that has been approved by the Employer in accordance with GC Clause 19 (Project Planning and Performance) and is included at Appendix 8 of the Contract.
- “Arbitration” means the application of judicial methods to the settlement of disputes.
- “Bidding Documents” refers to the collection of documents issued by the Employer to instruct and inform potential Contractors of the processes for bidding, selection of the winning bid, and Contract information, as well as the contractual conditions governing the relationship between the Employer and the Contractor.
- Government of Sri Lanka (GoSL) means the government of the Employer’s Country and includes the Employer.
- “Commissioning” means operation of the IT Products and/or Services or any part thereof by the Contractor following Completion, which operation is to be carried out by the Contractor as provided in GC Sub- Clause 27.1 (Commissioning) hereof, for the purpose of carrying out Operational Acceptance Test(s).
- “Completion” means that the Facilities (or a specific part thereof where specific parts are specified in the Contract) have been completed operationally, that all work in respect of Pre-commissioning and Installation of the Facilities or such specific part thereof has been completed, that all Documentation has been supplied,

and that the Facilities or specific part thereof are ready for Commissioning as provided in GC Clause 26 (Completion) hereof.

- “Contract” means the contract entered into between the Employer and the Contractor, and constituted by the Contract Documents.
- “Contract Documents” means the documents listed in Article 1.1 (Contract Documents) of the Contract (including any amendments thereto).
- “Contract Period” is the time period during which this Contract governs the relations and obligations of the Employer and Contractor in relation to the IT Products and/or Services, as specified in the PC.
- “Contract Price” means the sum specified in Article 2.1 (Contract Price) of the Contract, subject to such additions and adjustments thereto or deductions therefrom, as may be made pursuant to the Contract.
- “Contractor” means the party named as the Contractor in the Contract, and includes the legal successors or permitted assigns of the Contractor.
- “Contractor’s Country” is the country in which the Contractor is legally organized, as named in the Contract.
- “Contractor’s Equipment” means all equipment, tools, apparatus, or things of every kind required in or for installation, completion and maintenance of the System that are to be provided by the Contractor, but excluding the IT Products and/or Services, or other items forming part of the System.
- “Contractor’s Representative” means any person nominated by the Contractor and approved by the Employer in the manner provided in GC Clause 18 (Representatives) hereof to perform the duties delegated to the Contractor.
- “Coverage Period” means the Days of the Week and the hours of those Days during which maintenance, operational and/or technical support services (if any) must be available.
- “Custom Documentation” means Documentation identified as such in Appendix 5 of the Contract and such other Documentation as the parties may agree in

writing to be Custom Documentation.

- “Custom Software” means Software identified as such in Appendix 4 of the Contract and such other Software as the parties may agree in writing to be Custom Software.
- “Day” means calendar day.
- “Defect” means an imperfection or flaw that impairs worth or utility of the Product.
- “Defect Liability Period” means the period of validity of the warranties given by the Contractor commencing at Commissioning of the Facilities or a part thereof, during which the Contractor is responsible for defects with respect to the Facilities (or the relevant part thereof) as provided in GC Clause 29 (Defect Liability) hereof.
- “Delivery” means the transfer of the Products from the Contractor to the Employer in accordance with the current edition Incoterms specified in the Contract.
- “Deliverables” means delivery of expected objectives elaborated in schedule of requirements without limiting to the deliverables listed out therein.
- “Designated Operating Environment” means the particular hardware and software environment in which the Software is designed to be used, which environment is specified in the SOR.
- “Documentation” means all documentation in printed or printable form and all instructional and informational aides in any form (including audio, video, and text) and on any medium, provided to the Employer under the Contract. See also Standard Documentation and Custom Documentation.
- “Effective Date” means the date of fulfillment of all conditions specified in Article 3 (Effective Date) of the Contract, from which the Time for Completion shall be counted.
- “Employer” means the person named as such in the PC and includes the legal successors or permitted assigns of the Employer.
- “Employer’s Country” means the country named in the PC.

- “Facilities” means the Products to be supplied and installed, as well as all Installation Services to be carried out by the Contractor under the Contract.
- “Functional Guarantees” means the guarantees specified in the Appendix to the Contract titled Functional Guarantees.
- “GC” means the General Conditions.
- “General-Purpose Software” means Software that supports general-purpose office and software development activities and is identified as such in Appendix 4 of the Contract and such other Software. Such General-Purpose Software may include, but is not restricted to, word processing, spreadsheet, generic database management, and application development software.
- “Hardware” means all equipment, furnishings, and other tangible items outlined in the SOR that the Contractor is required to supply or to supply and install under the Contract, including, without limitation, the Products and/or Services and documentation, but excluding the Contractor’s Equipment.
- “Implementation Schedule” means the Implementation Schedule as specified in the Agreed and Finalized Project Plan.
- “Installation” means the preparation and placement of the System for use.
- “Installation Services” means all Services required to achieve Installation.
- “Intellectual Property Rights” means any and all copyright, moral rights, trademark, patent, and other intellectual and proprietary rights, title and interests worldwide, whether vested, contingent, or future, including without limitation all economic rights and all exclusive rights to reproduce, fix, adapt, modify, translate, create derivative works from, extract or re-utilize data from, manufacture, introduce into circulation, publish, distribute, sell, license, sublicense, transfer, rent, lease, transmit or provide access electronically, broadcast, display, enter into computer memory, or otherwise use any portion or copy, in whole or in part, in any form, directly or indirectly, or

to authorize or assign others to do so.

- “Month” means calendar month.
- “Operational Acceptance” means the acceptance by the Employer of the Facilities (or any part of the Facilities where the Contract provides for acceptance of the Facilities in parts), which certifies the Contractor’s fulfillment of the Contract in respect of Functional Guarantees of the Facilities (or the relevant part thereof) in accordance with the provisions of GC Clause 30 (Functional Guarantees) hereof and shall include deemed acceptance in accordance with GC Clause 27 (Commissioning and Operational Acceptance) hereof.
- “Operational Acceptance Certificate” or Operational Acceptance Certification” means the written certification provided by the Employer to the Contractor after Operational Acceptance.
- “Operational Acceptance Test” and Operational Acceptance Testing” mean the process of determining whether the criteria for Operational Acceptance have been satisfied.
- “Origin” means the place where the Products were produced or from which the Services are supplied. Products are produced when, through manufacturing, processing, software development, or substantial and major assembly or integration of components, a commercially recognized product results that is substantially different in basic characteristics or in purpose or utility from its components. The Origin of Products and Services is distinct from the nationality of the Contractor and may be different.
- “Packaged Software” means the software Product, the subject of the License, specified in the SOR including any updates or new releases, modifications, enhancements, Documentation, flow charts, logic diagrams and listings.
- “Party” means the Employer or the Contractor, as the context requires, and Parties” means both of them.
- “PC” means the Particular Conditions.
- “Pre-commissioning” means the testing, checking and other requirements specified in the Schedule of

Requirements that are to be carried out by the Contractor in preparation for Commissioning as provided in GC Clause 8 (Time for Commencement and Completion) hereof.

- “Preventive Maintenance” means the care and servicing by personnel for the purpose of maintaining Hardware in satisfactory operating condition by providing for systematic inspection, detection, and correction of incipient failures either before they occur or before they develop into major defects. Preventive Maintenance is usually cost as a fixed fee over the maintenance period.
- “Post-Warranty Services Period” means the number of years defined in the PC (if any), following the expiration of the Warranty Period during which the Contractor is obligated to provide Software licenses, maintenance, and/or technical support services for the System, either under this Contract or under separate contract(s).
- “Procurement Guidelines” refers to the GoSL Procurement Guidelines.
- “Product” means a product deliverable specified in the Schedule of Requirements which is to be supplied to the Employer by or on behalf of the Contractor, including but not limited to all information processing and communications-related Hardware, Software, consumable items, plans and/or any supporting documentation, and including such integrations and configurations as are required to perform its function.
- “Project Manager” means the person appointed by the Employer in the manner provided in GC Clause 18.1 (Representatives) hereof and named as such in the PC to perform the duties delegated by the Employer.
- “Project Plan” means the set of tasks required to achieve Completion, Operational Acceptance and Commissioning, as described in the Agreed and Finalized Project Plan.
- “Project Site(s)” means the place(s) specified in the PC for delivery of the IT Products and/or Services.
- “Rental Items” means the Hardware rented or leased by the Employer from the Contractor under a lease

agreement for a rental fee.

- “Schedule of Requirements (SOR)” means the Schedule of Requirements Section of the Bidding Documents as amended and appended to the Contract including to the extent relevant, but not limited to, the following:
 - (a) Background and Procurement Objectives;
 - (b) Scope of works, including Technical Requirements;
 - (c) Agreed and Finalized Project Plan;
 - (d) Implementation Schedule;
 - (e) Service Level Agreement.
- “Services” means all technical, logistical, management, consultancy and any other Services as specified in the Schedule of Requirements to be provided by the Contractor under the Contract to supply, install, customize, integrate, and make operational the Products provided. Such Services may include, but are not restricted to, activity management and quality assurance, design, development, customization, documentation, transportation, insurance, inspection, expediting, site preparation, Installation, integration, training, data migration, Pre-commissioning, Commissioning, maintenance, and technical support.
- “Site” means the place(s) specified in the PC for Installation and Commissioning of the IT Products and/or Services.
- “Software” means the items to be supplied under this Contract as specified at Appendix 4 to this Contract.
- “Software Support Services” means the Services specified in the SOR to be provided by the Contractor to the Employer in respect of the Packaged Software.
- “Source Code” means the database structures, dictionaries, definitions, program source files, and any other symbolic representations necessary for the compilation, execution, and subsequent maintenance of the Software (typically, but not exclusively, required for Custom Software).
- “Standard Documentation” means all Documentation

not specified as Custom Documentation.

- “Standard Software” means Software identified as such in Appendix 4 of the Contract and such other Software as the parties may agree in writing to be Standard Software.
- “Sub-Contractor” means any third-party provider with whom the Contractor contracts for the supply or execution of any part of the Products and/or Services to be provided by under the Contract and includes its legal successors or permitted assigns.
- “System” or "Sub-system" means a combination of Products which are integrated so as to operate together.
- “Time for Operational Acceptance” means the time within which Operational Acceptance of the Facilities as a whole (or of a part of the Facilities where a separate Time for Operational Acceptance of such part has been prescribed) is to be achieved, as referred to in GC Sub- Clause 27.2 (Operational Acceptance) and in accordance with the relevant provisions of the Contract.
- “Time for Completion” means the time within which Completion of the Facilities as a whole (or of a part of the Facilities where a separate Time for Completion of such part has been prescribed) is to be attained, as referred to in GC Sub-Clause 8.2 (Time for Commencement and Completion) and in accordance with the relevant provisions of the Contract.
- “Training Schedule” means the programme of training including dates and training topics to be provided by the Contractor to the Employer’s personnel.
- “Warranty Period” means the period defined in the SOR by which the Contractor warrants its Products will remain defect-free, and any remediation of any defect that arises in this period will be the responsibility of the Contractor and costs of such remediation will be borne by the Contractor.
- “Week” means seven (7) consecutive Days, beginning the day of the week as is customary in the Employer’s Country.
- “Year” means 365 days.

- “Live Run” means Go live

2. Contract Documents

- 2.1 Subject to Article 1.2 (Order of Precedence) of the Contract, all documents forming part of the Contract (and all parts thereof) are intended to be correlative, complementary and mutually explanatory. The Contract shall be read as a whole.
- 2.2 In the event and to the extent of any inconsistency between two or more documents that form part of this Contract, those documents will be interpreted in the following order of precedence:
 - (a) Appendix 15 (Minutes of Contract Finalization Discussions and Agreed Contract Amendments) attached to the Contract;
 - (b) the Contract and Appendices 1 to 7 and 9 to 14 attached to the Contract;
 - (c) the PC and its Appendices;
 - (d) all GCs (including documents incorporated by reference in these terms and conditions);
 - (e) Appendix 8 (Agreed and Finalized Project Plan) attached to the Contract;
 - (f) the Contractor’s bid and original Price Schedules; and
 - (g) the remaining appendixes to these GCs (including documents incorporated by reference in any Appendix).

3. Interpretation

- 3.1 In the Contract, except where the context requires otherwise:
 - (a) words indicating one gender include all genders;
 - (b) words indicating the singular also include the plural and words indicating the plural also include the singular;
 - (c) provisions including the word —agree, —agreed, —agreement require the agreement to be recorded in writing;
 - (d) —written or —in writing means hand-written, type-written, printed or electronically made, and resulting in a permanent record.
- 3.2 Incoterms

The marginal words and other headings shall not be taken into consideration in the interpretation of these Conditions.

Unless inconsistent with any provision of the Contract, the

meaning of any trade term and the rights and obligations of Parties there-under shall be as prescribed by Incoterms.

Incoterms means international rules for interpreting trade terms published by the International Chamber of Commerce (latest edition), 38 Cours Albert 1er, 75008 Paris, France.

3.3 Entire Agreement

Subject to GC Sub-Clause 17.6 hereof, the Contract constitutes the entire agreement between the Employer and Contractor with respect to the subject matter of Contract and supersedes all communications, negotiations and agreements (whether written or oral) of Parties with respect thereto made prior to the date of Contract.

3.4 Amendment

No amendment or other variation of the Contract shall be effective unless it is in writing, is dated, expressly refers to the Contract, and is signed by a duly authorized representative of each Party hereto.

3.5 Independent Contractor

The Contractor shall be an independent contractor performing the Contract. The Contract does not create any agency, partnership, joint venture or other joint relationship between the Parties hereto. Subject to the provisions of the Contract, the Contractor shall be solely responsible for the manner in which the Contract is performed. All employees, representatives or Sub-Contractors engaged by the Contractor in connection with the performance of the Contract shall be under the complete control of the Contractor and shall not be deemed to be employees of the Employer, and nothing contained in the Contract or in any subcontract awarded by the Contractor shall be construed to create any contractual relationship between any such employees, representatives or Sub-Contractors and the Employer.

3.6 Non-Waiver

3.6.1 Subject to GC Sub-Clause (b) below, no relaxation, forbearance, delay or indulgence by either Party in enforcing any of the terms and conditions of the Contract or the granting of time by either Party to the other shall prejudice, affect or restrict the rights of that Party under the Contract, nor shall any waiver by either

Party of any breach of Contract operate as waiver of any subsequent or continuing breach of Contract.

3.6.2 Any waiver of a Party's rights, powers or remedies under the Contract must be in writing, must be dated and signed by an authorized representative of the Party granting such waiver, and must specify the right and the extent to which it is being waived.

3.7 Severability

If any provision or condition of the Contract is prohibited or rendered invalid or unenforceable, such prohibition, invalidity or unenforceability shall not affect the validity or enforceability of any other provisions and conditions of the Contract.

4. Communications

4.1 Wherever these General Conditions provide for the giving or issuing of approvals, certificates, consents, determinations, notices, requests and discharges, these communications shall be:

- (a) in writing and delivered against receipt; and
- (b) delivered, sent or transmitted to the address for the recipient's communications as stated in the Contract.

4.2 When a certificate is issued to a Party, the certifier shall send a copy to the other Party. When a notice is issued to a Party, by the other Party or the Project Manager, a copy shall be sent to the Project Manager or the other Party, as the case may be.

4.3 Communications shall be deemed to include any approvals, consents, instructions, orders, and certificates to be given under the Contract.

5. Law and Language

5.1 The Contract shall be governed by and interpreted in accordance with laws of the country specified in the PC.

5.2 The ruling language of the Contract shall be that stated in the PC.

5.3 The language for communications shall be the ruling language unless otherwise stated in the PC.

6. Corrupt Practices

6.1 It is the policy of the GoSL that the officials of the procuring entity, as well as bidders, Contractors and contractors under GoSL financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuance of this policy, GoSL:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) —corrupt practice means the offering, giving receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any party in the procurement process or the execution of a contract;

(ii) —fraudulent practice means a misrepresentation or omission of facts in order to influence a procurement process or the execution of a contract;

(iii) —collusive practices means a scheme or arrangement between two or more bidders, with or without the knowledge of the employer, designed to influence the action of any party in a procurement process or the execution of a contract

(iv) —coercive practices means harming or threatening to harm, directly or indirectly, persons, or their property to influence their participation in a procurement process, or affect the execution of a contract;

(b) will sanction a party or its successor, including declaring ineligible, either indefinitely or for a stated period of time, to participate in GoSL-financed activities if it at any determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for, or in executing, a GoSL-financed contract; and

(c) will have the right to require Contractors and contractors to permit GoSL or its representative to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by GoSL.

B. SUBJECT MATTER OF CONTRACT

7. Scope of Facilities

7.1 Unless otherwise expressly limited in the SOR, the Contractor shall:

provide the Products and Services as specified in the SOR;

- (a) be responsible for timely provision of all resources, information, and decision making under its control that are necessary to reach a mutually Agreed and Finalized Project Plan pursuant to GC Clause 19 (Project Planning and Performance) within the time schedule specified in the Implementation Schedule. Failure to provide such resources, information, and decision making may constitute grounds for termination pursuant to GC Clause 47 (Termination for Contractor's Default);
- (b) provide all Documentation and Products as well as the performance of all Products and Services, in accordance with the plans, procedures, specifications, drawings, codes, and any other documents specified in the SOR and/or the Agreed and Finalized Project Plan;
- (c) unless specifically excluded in the Contract, perform all such work and/or supply all such items and materials not specifically mentioned in the Contract but that can be reasonably inferred from the Contract as being required for attaining Completion of the Products and Services as if such work and/or items and materials were expressly mentioned in the Contract; and
- (d) provide Products and Services as implied by the Recurrent Cost Form of the Contractor's bid, such as consumables, spare parts, and technical services (e.g., maintenance, technical assistance, and operational support), such as are specified in the SOR, including the relevant terms, characteristics, and timings.

8. Time for Commencement and Completion

8.1 The Contractor shall commence work on the Facilities within the period specified in the PC and without prejudice to GC Sub-Clause 26.2 (Completion) hereof, the Contractor shall thereafter proceed with the Facilities in accordance with the time schedule specified in the Implementation Schedule and any refinements made in the Agreed and Finalized Project Plan.

8.2 The Contractor shall attain Completion of the Facilities or of a part where a separate time for Completion of such part is specified in the Contract, within the time stated in the PC or

within such extended time to which the Contractor shall be entitled under GC Clause 44 (Extension of Time for Completion) hereof.

9. Contractor's Responsibilities

- 9.1 The Contractor shall conduct all activities with due care and diligence, in accordance with the Contract and with the skill and care expected of a competent provider of IT Products and/or Services, information systems, support, maintenance, training, and other related services, or in accordance with best industry practices. When completed, the IT Products and/or Services should be fit for the purposes for which they are intended as defined in the Contract.
- 9.2 The Contractor confirms that it has entered into this Contract on the basis of a proper examination of the Employer's existing equipment, installations and including reviewing any hardware, software and data interfaces as provided by the Employer, and on the basis of information that the Contractor could have obtained from a visual inspection of the Site if access thereto was available and of other data readily available to it relating to the Facilities as of the date twenty-eight (28) days prior to bid submission. The Contractor acknowledges that any failure to acquaint itself with all such data and information shall not relieve its responsibility for properly estimating the difficulty or cost of successfully performing the Contract.
- 9.3 The Contractor shall acquire and pay for all permits, approvals and/or licenses from all local, state or national government authorities or public service undertakings in the country where the Site is located which such authorities or undertakings require the Contractor to obtain in its name and which are necessary for the performance of the Contract, including, without limitation, visas for the Contractor's and Sub-Contractor's personnel and entry permits for all imported Contractor's Equipment. The Contractor shall acquire all other permits, approvals and/or licenses that are not the responsibility of the Employer under GC Clause 10 hereof and that are necessary for the performance of the Contract.
- 9.4 The Contractor shall comply with all laws in force in the country where the IT Products and/or Services are to be installed. The laws will include all local, state, national or other laws that affect the performance of the Contract and bind upon the Contractor. The Contractor shall indemnify and hold harmless the Employer from and against any and all liabilities,

damages, claims, fines, penalties and expenses of whatever nature arising or resulting from the violation of such laws by the Contractor or its personnel, including the Sub- Contractors and their personnel, but without prejudice to GC Clause 10 (Employer's Responsibilities) hereof

- 9.5 Any IT Products and/or Services that will be incorporated in or be required for the Facilities and other supplies shall have as their origin an Eligible Country. Any Sub-Contractors retained by the Contractor shall have as their origin an Eligible Country
- 9.6 The Contractor shall permit GoSL to inspect the Contractor's accounts and records relating to the performance of the Contractor and to have them audited by auditors appointed by GoSL, if so required by GoSL.
- 9.7 If the Contractor is a joint venture or consortium of two or more parties, all such parties shall be jointly and severally bound to the Employer for the fulfillment of the provisions of the Contract and shall designate one of such parties to act as a leader with authority to bind the joint venture or consortium. The composition or the constitution of the joint venture or consortium shall not be altered without the prior consent of the Employer.
- 9.8 The Contractor shall, in all dealings with its labor and the labor of its Sub-Contractors currently employed on or connected with the Contract, pay due regard to all recognized festivals, official holidays, religious or other customs, and all local laws and regulations pertaining to the employment of labor.
- 9.9 Other Contractor responsibilities, if any, are as stated in the SOR.

10. Employer's Responsibilities

- 10.1 The Employer shall ensure the accuracy of all information and/or data to be supplied by the Employer to the Contractor, except when otherwise expressly stated in the Contract.
- 10.2 The Employer shall be responsible for timely provision of all resources, information, and decision making under its control that are necessary to reach an Agreed and Finalized Project Plan (pursuant to GC Sub-Clause 19.2 (Project Planning and Performance) within the time schedule specified in the Implementation Plan in the SOR. Failure to provide such

resources, information, and decision making may constitute grounds for termination pursuant to GC Clause 48 (Termination by Contractor).

- 10.3 The Employer shall be responsible for acquiring and providing legal and physical possession of the Site and access to it, and for providing possession of and access to all other areas reasonably required for the proper execution of the Contract.
- 10.4 The Employer shall acquire and pay for all permits, approvals and/or licenses from all local, state or national government authorities or public service undertakings in the country where the Site is located which (a) such authorities or undertakings require the Employer to obtain in the Employer's name, (b) are necessary for the execution of the Contract, including those required for the performance by both the Contractor and the Employer of their respective obligations under the Contract, and (c) are specified in the SOR.
- 10.5 If requested by the Contractor, the Employer shall use its best endeavors to assist the Contractor in obtaining in a timely and expeditious manner all permits, approvals and/or licenses necessary for the execution of the Contract from all local, state or national government authorities or public service undertakings that such authorities or undertakings require the Contractor or Sub-Contractors or the personnel of the Contractor or Sub-Contractors, as the case may be, to obtain.
- 10.6 In such cases where the responsibilities of specifying and acquiring or upgrading telecommunications and/or electric power services falls to the Contractor, as specified in the SOR, PC, Agreed and Finalized Project Plan, or other parts of the Contract, the Employer shall use its best endeavors to assist the Contractor in obtaining such services in a timely and expeditious manner.
- 10.7 The Employer shall be responsible for timely provision of all resources, access, and information necessary for the provision of the IT Products and/or Services (including, but not limited to, any required telecommunications or electric power services), as identified in the Agreed and Finalized Project Plan, except where provision of such items is explicitly identified in the Contract as being the responsibility of the Contractor. Delay by the Employer may result in an appropriate extension of the Time for Operational Acceptance, at the

Contractor's discretion.

- 10.8 Unless otherwise specified in the Contract or agreed upon by the Employer and the Contractor, the Employer shall provide sufficient, properly qualified operating and technical personnel as required by the Contractor to properly carry out the provision of the IT Products and/or Services at or before the time specified in the Implementation Schedule and the Agreed and Finalized Project Plan.
- 10.9 The Employer will designate appropriate staff for the training courses to be given by the Contractor and shall make all appropriate logistical arrangements for such training as specified in the SOR, PC, the Agreed and Finalized Project Plan, or other parts of the Contract.
- 10.10 The Employer assumes primary responsibility for the Operational Acceptance Test(s) for the IT Products and/or Services, in accordance with GC Sub-Clause 27.2 (Operational Acceptance Test), and shall be responsible for the continued operation of the Products after Operational Acceptance. However, this shall not limit in any way the Contractor's responsibilities after the date of Operational Acceptance otherwise specified in the Contract.
- 10.11 During the development of the Products and/or Services, the Contractor is responsible for performing and safely storing timely and regular backups of its data and Software in accordance with accepted data management principles. Following Commissioning and Acceptance, the Employer is responsible for backups.
- 10.12 All costs and expenses involved in the performance of the obligations under this GC Clause 10 shall be the responsibility of the Employer, save those to be incurred by the Contractor with respect to the performance of the Operational Acceptance Test(s), in accordance with GC Sub-Clause 27.2.
- 10.13 In the event that the Employer shall be in breach of any of its obligations under this Clause, the additional cost incurred by the Contractor in consequence thereof shall be determined by the Project Manager and added to the Contract Price.
- 10.14 Other Employer responsibilities, if any, are as stated in the SOR.

C. PAYMENT

- 11. Contract Price**
- 11.1 The Contract Price shall be as specified in Article 2 (Contract Price and Terms of Payment) of the Contract.
- 11.2 Unless an adjustment clause is provided for in the PC, the Contract Price shall be a firm lump sum not subject to any alteration, except in the event of a Change in the SOR or as otherwise provided in the Contract.
- 11.3 Subject to GC Sub-Clauses 9.2, 10.1 and 39 (Unforeseen Conditions) hereof, the Contractor shall be deemed to have satisfied itself as to the correctness and sufficiency of the Contract Price, which shall, except as otherwise provided for in the Contract, cover all its obligations under the Contract.
- 12. Terms of Payment**
- 12.1 The Contractor's request for payment shall be made to the Employer in writing, accompanied by
- (a) an invoice describing, as appropriate,
 - a. the IT Products and/or Services provided;
 - b. when the IT Products and/or Services were supplied and (if applicable) accepted; and
 - c. the amount payable in respect of each item, and
 - (b) documents submitted pursuant to GC Sub-Clause 22.5 (Transport and Delivery) and upon fulfillment of other obligations stipulated in the Contract.
- 12.2 The Contract Price shall be paid as specified in Appendix 7 (Terms and Procedures of Payment) to the Contract.
- 12.3 No payment made by the Employer herein shall be deemed to constitute acceptance by the Employer of the IT Products and/or Services or any part(s) thereof.
- 12.4 Payments shall be made promptly by the Employer, but in no case later than forty-five (45) days after submission of a valid invoice by the Contractor. In the event that the Employer fails to make any payment by its respective due date or within the period set forth in the Contract, the Employer shall pay to the Contractor interest on the amount of such delayed payment at the rate(s) specified in Appendix

7 (Terms and Procedures of Payment) to the Contract for the period of delay until payment has been made in full, whether before or after judgment or arbitration award.

- 12.5 All payments shall be made in the currency (ies) specified in the Contract, pursuant to GC Clause 11. For IT Products and/or Services supplied locally, payments shall be made in the currency of the Employer's Country, unless otherwise specified in Appendix 7 (Terms and Procedures of Payment) to the Contract.
- 12.6 Unless otherwise specified in Appendix 7 (Terms and Procedures of Payment), to the Contract, payment of the foreign currency portion of the Contract Price for Products supplied from outside the Employer's Country shall be made to the Contractor through the irrevocable letter of credit opened by an authorized bank in the Contractor's Country and will be payable on presentation of the appropriate documents. It is agreed that the letter of credit will be subject to Article 10 of the latest revision of Uniform Customs and Practice for Documentary Credits, published by the International Chamber of Commerce, Paris

13. Securities

13.1 Issuance of Securities

The Contractor shall provide the securities specified below in favor of the Employer at the times, and in the amount, manner and form specified below.

13.2 Advance Payment Security

- (a) If specified in the PC, the Contractor shall, within twenty-eight (28) days of the notification of Contract award, provide a security equal in the amount and currency to the advance payment, and valid until the IT Products and/or Services achieve Operational Acceptance
- (b) The security shall be in the form provided in the Bidding Documents or in another form acceptable to the Employer. The amount of the security shall be reduced in proportion to the value of the IT Products and/or Services executed by and paid to the Contractor from time to time, and shall automatically become null and void when the full amount of the advance payment has been recovered by the Employer. The way the value of the security is deemed to become reduced and, eventually, voided is as specified in

the PC. The security shall be returned to the Contractor immediately after its expiration.

13.3 Performance Security

- (a) The Contractor shall, within fourteen (14) days of the notification of Contract award, provide a security for the due performance of the Contract in the amount specified in the PC.
- (b) The security shall be a bank guarantee in the form provided in Section IX (Contract Forms) or it shall be in another form acceptable to the Employer.
- (c) The performance security shall automatically become null and void once all the obligations of the Contractor under the Contract have been fulfilled, including, but not limited to, any obligations during the Warranty Period and any extensions to the period. The security shall be returned to the Contractor no later than twenty-eight (28) days after its expiration.
- (d) Upon Operational Acceptance of the IT Products and/or Services, the security shall be reduced to the amount specified in the PC, on the date of such Operational Acceptance, so that the reduced security would only cover the remaining warranty obligations of the Contractor.
- (e) The Employer shall not make a claim under the performance security, except for amounts to which the Employer is entitled under the Contract. The Employer shall indemnify and hold the Contractor harmless against and from all damages, losses and expenses (including legal fees and expenses) resulting from a claim under the performance security to the extent to which the Employer was not entitled to make the claim.

14. Taxes and Duties

14.1 For IT Products and/or Services supplied from outside the Employer's country, the Contractor shall be entirely responsible for all taxes, stamp duties, license fees, and other such levies, payable in the Employer's country. Any duties, such as importation or customs duties, and taxes and other levies, payable in the Employer's country for the supply of Products and Services from outside the Employer's country are the responsibility of the Employer unless these duties or

taxes have been made part of the Contract Price in Article 2 of the Contract and the Price Schedule to which it refers, in which case the duties and taxes will be the Contractor's responsibility.

14.2 For IT Products and/or Services supplied locally, the Contractor shall be entirely responsible for all taxes, duties, license fees, etc., incurred until delivery of the contracted Products or Services to the Employer. The only exceptions are taxes or duties, such as value-added or sales tax or stamp duty as apply to, or are clearly identifiable, on the invoices and provided they apply in the Employer's country, and only if these taxes, levies and/or duties are also excluded from the Contract Price in Article 2 of the Contract and the Price Schedule to which it refers.

14.3 If any tax exemptions, reductions, allowances or privileges may be available to the Contractor in the country where the Site is located, the Employer shall use its best endeavors to enable the Contractor to benefit from any such tax savings to the maximum allowable extent.

14.4 For the purpose of the Contract, it is agreed that the Contract Price specified in Article 2 (Contract Price and Terms of Payment) of the Contract is based on the taxes, duties, levies and charges prevailing at the date fourteen (14) days prior to the date of bid submission in the country where the Site is located (hereinafter called —Taxl in this GC Sub-Clause 14.4). If any rates of Tax are increased or decreased, a new Tax is introduced, an existing Tax is abolished, or any change in interpretation or application of any Tax occurs in the course of the performance of Contract, which was or will be assessed on the Contractor, Sub-Contractors or their employees in connection with performance of the Contract, an equitable adjustment of the Contract Price shall be made to fully take into account any such change by addition to the Contract Price

or deduction there from, as the case may be, in accordance with GC Clause 40 (Change in Laws and Regulations) hereof.

D. INTELLECTUAL PROPERTY

15. Intellectual Property and Copyright

- 15.1 The Intellectual Property Rights in all IT Products and/or Services Documentation and Software shall remain vested in the owner of such rights where it existed prior to commencement of this Contract.
- 15.2 The Employer agrees to restrict use, copying, or duplication of any Hardware, Software and Documentation, except that additional copies of Documentation may be made by the Employer for use within the scope of the project, in the event that the Contractor does not deliver copies within twenty-eight (28) days from receipt of a request for such Documentation.
- 15.3 The Employer's contractual rights to use the Standard Software or elements of the Standard Software may not be assigned, licensed, or otherwise transferred voluntarily except in accordance with the relevant license agreement or as may be otherwise specified in the PC.
- 15.4 As applicable, the Employer's and Contractor's rights and obligations with respect to Custom Software or elements of the Custom Software, including any license agreements, and with respect to Custom Documentation or elements of the Custom Documentation, are specified in the PC. Subject to the PC, the Intellectual Property Rights in all Custom Software and Custom Documentation specified in Appendices 4 and 5 of the Contract (if any) shall, at the date of this Contract or on creation of the rights (if later than the date of this Contract), vest in the Employer. The Contractor shall do and execute or arrange for the doing and executing of each necessary act, document, and thing that the Employer may consider necessary or desirable to perfect the right, title, and interest of the Employer in and to those rights. In respect of such Custom Software and Custom Documentation, the Contractor shall ensure that the holder of a moral right in such an item does not assert it, and the Contractor shall, if requested to do so by the Employer and where permitted by applicable law, ensure that the holder of such moral right waives it.

- 15.5 The parties shall enter into such (if any) escrow arrangements in relation to the Source Code for some or all of the Software as are specified in the PC.

For Reference Only

**16. Software
Services and
License
Agreements**

16.1 Except to the extent that the Intellectual Property Rights in the Software vest in the Employer, the Contractor hereby grants to the Employer license to access and use the Software, including all inventions, designs, and marks embodied in the Software.

Such license to access and use the Software shall:

(a) be:

- (i) nonexclusive;
- (ii) fully paid up and irrevocable (except that it shall terminate if the Contract terminates under PC Clause 46);
- (iii) valid throughout the territory of the Employer's Country (or such other territory as specified in the PC); and
- (iv) subject to additional restrictions (if any) as specified in the PC,

(b) permit the Software to be:

- (i) used or copied for use on or with the computer(s), users or environment(s) for which it was acquired (as specified in the SOR and/or Contractor's bid), plus a backup of the same or similar capacity. Such backup shall be used if the primary is(are) inoperative, and during a reasonable transitional period when use is being transferred between primary and backup;
- (ii) as specified in the PC, used or copied for use on or transferred to a replacement computer(s) or users (and use on the original and replacement computer(s) users or environment(s) may be simultaneous during a reasonable transitional period) provided that, if the SOR and/or Contractor's bid specifies a class of computer, user or environment to which the license is restricted and unless the Contractor agrees otherwise in writing, the replacement computer(s) is(are) within that class;
- (iii) if the nature of the Products is such as to permit such access, accessed from other computers connected to the primary and/or backup computer(s) by means of a local or wide-area network or similar arrangement, and used on or copied for use on those other computers to the extent necessary to that access;

- (iv) reproduced for safekeeping or backup purposes;
- (v) customized, adapted, or combined with other computer software for use by the Employer, provided that derivative software incorporating any substantial part of the delivered, restricted Software shall be subject to same restrictions as are set forth in this Contract;
- (vi) as specified in the PC, disclosed to, and reproduced for use by, Support service contractors and their subcontractors, (and the Employer may sublicense such persons to use and copy for use the Software) to the extent reasonable necessary to the performance of their support service contracts, subject to the same restrictions as are set forth in this Contract; and
- (vii) disclosed to, and reproduced for use by, the Employer and by such other persons as are specified in the PC (and the Employer may sublicense such persons to use and copy for use the Software), subject to the same restrictions as are set forth in this Contract.

16.2 The Standard Software may be subject to audit by the Contractor, in accordance with the terms specified in the PC, to verify compliance with the above license agreements.

16.3 The Employer will require the Contractor to meet the mandatory requirements for Licensing Agreements as specified in the SOR.

17. Confidential Information

17.1 The Employer (—the Disclosing Party) and the Contractor (—the Receiving Party) shall keep confidential and shall not, without the written consent of the other Party hereto, divulge to any third Party any documents, data or other information furnished directly or indirectly by the other Party hereto in connection with the Contract (Confidential Information), whether such information has been furnished prior to, during or following termination of the Contract.

17.2 For the purposes of GC Sub-Clause 17.1, the Contractor is also deemed to be the Receiving Party of Confidential Information generated by the Contractor itself in the course of the performance of its obligations under the Contract and relating to the businesses, finances, contractors, employees, or other contracts of the Employer or the Employer’s use of

the IT Products and/or Services.

17.3 Notwithstanding GC Sub-Clauses 17.1 and 17.2:

(a) the Contractor may furnish to its Sub-Contractor Confidential Information of the Employer to the extent reasonably required for the Sub-Contractor to perform its work under the Contract; and

(b) the Employer may furnish Confidential Information of the Contractor: (i) to support service contractors and their sub- contractors to the extent reasonably required for them to perform their work under their support service contracts; and (ii) to its affiliates and subsidiaries,

in which event the Receiving Party shall ensure that the person to whom it furnishes Confidential Information of the Disclosing Party is aware of and abides by the Receiving Party's obligations under this GC Clause 17 as if that person were party to the Contract in place of the Receiving Party.

17.4 The Employer shall not, without the Contractor's prior written consent, use any Confidential Information received from the Contractor for any purpose other than the operation, maintenance and further development of the IT Products and/or Services. Similarly, the Contractor shall not, without the Employer's prior written consent, use any Confidential Information received from the Employer for any purpose other than those that are required for the performance of the Contract.

17.5 The obligation of a party under GC Sub-Clauses 17.1 through 17.4 above, however, shall not apply to that information which:

(a) now or hereafter enters the public domain through no fault of the Receiving Party;

(b) can be proven to have been possessed by the Receiving Party at the time of disclosure and that was not previously obtained, directly or indirectly, from the Disclosing Party

(c) otherwise, lawfully becomes available to the Receiving Party from a third party that has no obligation of confidentiality.

17.6 The above provisions of this GC Clause 17 shall not in any way modify any undertaking of confidentiality given by

either of the parties to this Contract prior to the date of the Contract in respect of the System or any part thereof.

17.7 The provisions of this GC Clause 17 shall survive the termination, for whatever reason, of the Contract for three (3) Years.

E. EXECUTION OF THE FACILITIES

18. Representatives 18.1 Project Manager

If the Project Manager is not named in the Contract, then within fourteen (14) days of the Effective Date, the Employer shall appoint and notify the Contractor in

writing of the name of the Project Manager. The Employer may from time to time appoint some other person as the Project Manager in place of the person previously so appointed, and shall give a notice of the name of such other person to the Contractor without delay. No such appointment shall be made at such a time or in such a manner as to impede the progress of work on the Facilities. Such appointment shall only take effect upon receipt of such notice by the Contractor. The Project Manager shall represent and act for the Employer at all times during the performance of the Contract. All notices, instructions, orders, certificates, approvals and all other communications under the Contract shall be given by the Project Manager, except as herein otherwise provided.

All notices, instructions, information and other communications given by the Contractor to the Employer under the Contract shall be given to the Project Manager, except as herein otherwise provided.

18.2 Contractor's Representative

18.2.1 If the Contractor's Representative is not named in Appendix 1 (Contractor's Representative) of the Contract, then within fourteen (14) days of the Effective Date, the Contractor shall appoint the Contractor's Representative and shall request the Employer in writing to approve the person so appointed. The request must be accompanied by a detailed curriculum vitae for the nominee, as well as description of any other responsibilities the nominee would retain while performing the duties

of the Contractor's Representative. If the Employer does not object to the appointment within fourteen (14) days, the Contractor's Representative shall be deemed to have been approved. If the Employer objects to the appointment within fourteen (14) days giving the reason therefore, then the Contractor shall appoint a replacement within fourteen (14) days of such objection, in accordance with this GC Sub-Clause 18.2.1.

18.2.2 Subject to the extensions and/or limitations specified in the SOR (if any), the Contractor's Representative shall have the authority to represent the Contractor on all day-to-day matters relating to the System or arising from the Contract. The Contractor's Representative shall give to the Project Manager all the Contractor's notices, instructions, information, and all other communications under the Contract.

18.3 All notices, instructions, information and all other communications given by the Employer or the Project Manager to the Contractor under the Contract shall be given to the Contractor's Representative or, in its absence, its deputy, except as otherwise provided for in this Contract.

18.3.1 The Contractor shall not revoke the appointment of the Contractor's Representative without the Employer's prior written consent, which shall not be unreasonably withheld. If the Employer consents to such an action, the Contractor shall appoint another person of equal or superior qualifications as the Contractor's Representative, pursuant to the procedure set out in GC Sub-Clause 18.2.1.

18.3.2 The Contractor's Representative and staff are obliged to work closely with the Project Manager and staff, act within their own authority, and abide by directives issued by the Employer that are consistent with the terms of the Contract. The Contractor's Representative is responsible for managing the activities of its personnel and any subcontracted personnel.

18.3.3 The Contractor's Representative may, subject to the approval of the Employer (which shall not be

unreasonably withheld), at any time delegate to any person any of the powers, functions and authorities vested in him or her. Any such delegation may be revoked at any time. Any such delegation or revocation shall be subject to a prior notice signed by the Contractor's Representative, and shall specify the powers, functions and authorities thereby delegated or revoked. No such delegation or revocation shall take effect unless and until a copy thereof has been delivered to the Employer and the Project Manager.

18.3.4 Any act or exercise by any person of powers, functions and authorities so delegated to him or her in accordance with this GC Sub-Clause 18.3.4 shall be deemed to be an act or exercise by the Contractor's Representative.

18.4 Objections and Removals

18.4.1 The Employer may by notice to the Contractor object to any representative or person employed by the Contractor in the execution of the Contract who, in the reasonable opinion of the Employer, may have behaved inappropriately, be incompetent, or be negligent. The Employer shall provide evidence of the same, whereupon the Contractor shall remove such person from work on the System.

18.4.2 If any representative or person employed by the Contractor is removed in accordance with GC Sub-Clause 18.4.1 above, the Contractor shall, where required, promptly appoint a replacement.

19. Project Planning and Performance

19.1 If specified in the SOR, the Contractor shall develop, in close cooperation with the Employer, and based on the Preliminary Project Plan included in the Contractor's bid, an Agreed and Finalized Project Plan encompassing the activities specified in the SOR.

19.2 The Agreed and Finalized Project Plan will be prepared by the Contractor and approved by the Employer in accordance with the procedure specified in the SOR.

19.3 If required, the impact on the Implementation Schedule of modifications agreed during finalization of the Agreed and

Finalized Project Plan shall be incorporated in the Contract by amendment, in accordance with GC Clause 44 (Extension Time for Completion).

- 19.4 The Contractor shall undertake to supply, install, test, and commission the IT Products and/or Services in accordance with the SOR and Agreed and Finalized Project Plan.
- 19.5 The progress report and other reports specified in the SOR shall be prepared by the Contractor and submitted to the Employer in the format and frequency specified in the SOR.
- 19.6 If at any time the Contractor's actual progress falls behind the project schedule described in the Agreed and Finalized Project Plan, or it becomes apparent that it will so fall behind, the Contractor shall, at the request of the Employer or the Project Manager, prepare and submit to the Project Manager a revised project schedule, taking into account the prevailing circumstances, and shall notify the Project Manager of the steps being taken to expedite progress so as to attain Completion of the Facilities within the Time for Completion under GC Sub-Clause 8.2, any extension thereof entitled under GC Sub-Clause 44.1 (Extension of Time for Completion), or any extended period as may otherwise be agreed upon between the Employer and the Contractor.

20. Subcontracting

- 20.1 Appendix 3 (List of Approved Sub-Contractors) to the Contract specifies critical items of supply or services and a list of Sub-Contractors for each item that are considered acceptable by the Employer. If no Sub-Contractors are listed for an item, the Contractor shall prepare a list of Sub-Contractors it considers qualified and wishes to be added to the list for such items. The Contractor may from time to time propose additions to or deletions from any such list. The Contractor shall submit any such list or any modification to the list to the Employer for its approval in sufficient time so as not to impede the progress of work on the System. The Employer shall not withhold such approval unreasonably. Such approval by the Employer of a Sub-Contractor(s) shall not relieve the Contractor from any of its obligations, duties, or responsibilities under the Contract.
- 20.2 The Contractor may, at its discretion, select and employ Sub-Contractors for such critical items from those Sub-Contractors listed pursuant to GC Sub-Clause 20.1. If the Contractor wishes to employ a Sub-Contractor not so listed,

or subcontract an item not so listed, it must seek the Employer's prior approval under GC Sub-Clause 20.3.

20.3 For items for which pre-approved Sub-Contractor lists have not been specified in Appendix 3 to the Contract, the Contractor may employ such Sub-Contractors as it may select, provided: (i) the Contractor notifies the Employer in writing at least twenty-eight (28) days prior to the proposed mobilization date for such Sub- Contractor; and (ii) by the end of this period either the Employer has granted its approval in writing or fails to respond. The Contractor shall not engage any Sub-Contractor to which the Employer has objected in writing prior to the end of the notice period. The absence of a written objection by the Employer during the above specified period shall constitute formal acceptance of the proposed Sub- Contractor. Except to the extent that it permits, the deemed approval of the Employer of Sub-Contractors not listed in the Contract, nothing in this Clause, however, shall limit the rights and obligations of either the Employer or Contractor as they are specified in GC Sub-Clauses 20.1 and 20.2 or in Appendix 3 of the Contract.

20.4 Each sub-contract shall include provisions which would entitle the Employer to require the sub-contract to be assigned to the Employer under GC Sub-Clause 20.5 (if and when applicable), or in event of termination by the Employer under GC Clause 46.

20.5 If a Sub-Contractor's obligations extend beyond the expiry date of the relevant Defect Liability Period and the Project Manager, prior to that date, instructs the Contractor to assign the benefits of such obligations to the Employer, then the Contractor shall do so.

21.Design and Engineering

21.1 Technical Specifications and Drawings

21.1.1 The Contractor shall execute the basic and detailed design and the implementation activities necessary for successful provision of the IT Products and/or Services in compliance with the provisions of the Contract or, where not so specified, in accordance with good industry practice.

The Contractor shall be responsible for any discrepancies, errors or omissions in the specifications, drawings and other technical

documents that it has prepared, whether such specifications, drawings, and other documents have been approved by the Project Manager or not, provided that such discrepancies, errors, or omissions are not because of inaccurate information furnished in writing to the Contractor by or on behalf of the Employer.

21.1.2 The Contractor shall be entitled to disclaim responsibility for any design, data, drawing, specification, or other document, or any modification of such design, drawings, specification, or other documents provided or designated by or on behalf of the Employer, by giving a notice of such disclaimer to the Project Manager.

21.2 Codes and Standards

Wherever references are made in the Contract to codes and standards in accordance with which the Contract shall be executed, the edition or the revised version of such codes and standards current at the date twenty-eight (28) days prior to date of bid submission shall apply unless otherwise specified in the SOR. During Contract execution, any changes in such codes and standards shall be applied after approval by the Employer and shall be treated in accordance with GC Sub-Clause 43.3 (Changes Originating From Contractor).

21.3 Approval/Review of Technical Documents by Project Manager

21.3.1 The Contractor shall prepare or cause its Sub-Contractors to prepare, and furnish to the Project Manager the documents listed in the Appendix to the Contract titled List of Documents for Approval or Review, for its approval or review as specified and in accordance with the requirements of GC Sub-Clause 19.1.

21.3.2 Any part of the IT Products and/or Services covered by or related to the documents to be approved by the Project Manager shall be executed only after the Project Manager's approval thereof.

21.3.3 GC Sub-Clause 21.5 shall apply to those documents

requiring the Project Manager's approval, but not to those furnished to the Project Manager for its review only.

21.4 Any part of the IT Products and/or Services covered by or related to the documents to be approved by the Project Manager shall be executed only after the Project Manager's approval of these documents.

21.5 GC Sub-Clauses 21.3.2 through 21.3.3 shall apply to those documents requiring the Project Manager's approval, but not to those furnished to the Project Manager for its review only.

21.5.1 Within fourteen (14) days after receipt by the Project Manager of any document requiring the Project Manager's approval in accordance with GC Sub-Clause 21.4, the Project Manager shall either return one copy of the document to the Contractor with its approval endorsed on the document or shall notify the Contractor in writing of its disapproval of the document and the reasons for disapproval and the modifications that the Project Manager proposes. If the Project Manager fails to take such action within the fourteen (14) days, then the document shall be deemed to have been approved by the Project Manager.

21.5.2 The Project Manager shall not disapprove any document, except on the grounds that the document does not comply with the Contract or that it is contrary to good engineering practice.

21.5.3 If the Project Manager disapproves the document, the Contractor shall modify the document and resubmit it for the Project Manager's approval in accordance with GC Sub- Clause 21.4. If the Project Manager approves the document subject to modification(s), the Contractor shall make the required modification(s), and the document shall be deemed to have been approved.

21.5.4 If any dispute or difference occurs between the Employer and the Contractor in connection with or arising out of the disapproval by the Project Manager of any document and/or any modification(s) to a document that cannot be settled

between the Parties within a reasonable period, then, in case the Contract includes and names an Adjudicator, such dispute may be referred to the Adjudicator for determination in accordance GC 52 (Disputes and Arbitration). If such dispute is referred to an Adjudicator, the Project Manager shall give instructions as to whether and if so, how, performance of the Contract is to proceed. The Contractor shall proceed with the Contract in accordance with the Project Manager's instructions, provided that if the Adjudicator upholds the Contractor's view on the dispute and if the Employer has not given notice under GC Clause 52, then the Contractor shall be reimbursed by the Employer for any additional costs incurred by reason of such instructions and shall be relieved of such responsibility or liability in connection with the dispute and the execution of the instructions as the Adjudicator shall decide, and the Time for Operational Acceptance shall be extended accordingly.

21.5.5 The Project Manager's approval, with or without modification of the document furnished by the Contractor, shall not relieve the Contractor of any responsibility or liability imposed upon it by any provisions of the Contract except to the extent that any subsequent failure results from modifications required by the Project Manager or inaccurate information furnished in writing to the Contractor by or on behalf of the Employer.

21.5.6 The Contractor shall not depart from any approved document unless the Contractor has first submitted to the Project Manager an amended document and obtained the Project Manager's approval of the document, pursuant to the provisions of this GC Sub-Clause 21.5. If the Project Manager requests any change in any already approved document and/or in any document based on such an approved document, the provisions of GC Clause 43 (Change in the Facility) shall apply to such request.

22. Transport and Delivery

- 22.1 Subject to GC Clauses 9 and 14, the Contractor shall manufacture or procure and transport all IT Products and/or Services in an expeditious and orderly manner to the Project Site.
- 22.2 Delivery of the IT Products and/or Services shall be made by the Contractor in accordance with the SOR.
- 22.3 Early or partial deliveries require the explicit written consent of the Employer, which consent shall not be unreasonably withheld.
- 22.4 Transportation
- 22.4.1 The Contractor shall provide such packing of the IT Products and/or Services as is required to prevent their damage or deterioration during shipment. The packing, marking, and documentation within and outside the packages shall comply strictly with the Employer's instructions to the Contractor.
- 22.4.2 The Contractor shall bear responsibility for and cost of transport to the Project Sites in accordance with the terms and conditions used in the specification of prices in Appendix 6 (Revised Price Schedules) to the Contract, including the terms and conditions of the associated Incoterms.
- 22.4.3 Unless otherwise specified in the PC, the Contractor shall be free to use transportation through carriers registered in any Eligible Country and to obtain insurance from any Eligible Country
- 22.5 Unless otherwise specified in the PC, the Contractor shall provide the Employer with shipping and other documents, as specified below:
- For Products supplied from outside the Employer's Country:
- (a) Upon shipment, the Contractor shall notify the Employer and the insurance company contracted by the Contractor to provide cargo insurance by cable, facsimile, electronic mail, or Electronic Data Interchange (EDI) with the full details of the shipment. The Contractor shall promptly send the following documents to the Employer by facsimile and email and hard copies Air mail and/or courier, as appropriate, with a copy to the cargo insurance

company:

- (i) two copies of the Contractor's invoice showing the description of the Products, quantity, unit price, and total amount;
- (ii) usual transportation documents;
- (iii) insurance certificate;
- (iv) certificate(s) of origin; and
- (v) estimated time and point of arrival in the Employer's Country and at the Project Sites.

For Products supplied locally (i.e. from within the Employer's Country):

- (b) Upon shipment, the Contractor shall notify the Employer by cable, facsimile, electronic mail, or EDI with the full details of the shipment. The Contractor shall promptly send the following documents to the Employer by mail or courier, as appropriate:
 - (i) two copies of the Contractor's invoice showing the
 - (ii) Products' description, quantity, unit price, and total amount;
 - (iii) delivery note, railway receipt, or truck receipt;
 - (iv) certificate of insurance;
 - (v) certificate(s) of origin; and
 - (vi) estimated time of arrival at the Project Sites

22.6 Customs clearance

22.6.1 The Employer shall bear responsibility for, and cost of, customs clearance into the Employer's Country in accordance with the particular Incoterm(s) used for Products supplied from outside the Employer's Country in the Price Schedules referred to by Article 2 of the Contract.

22.6.2 At the request of the Employer, the Contractor shall make available a representative or agent during the process of customs clearance in the Employer's Country for Products supplied from outside the Employer's Country. In the event of delays in customs clearance that are not the fault of the Contractor:

- (a) the Contractor shall be entitled to an extension in the Time for Achieving Operational Acceptance, pursuant to GC Clause 44 (Extension of Time for Completion);
- (b) the Contract Price shall be adjusted to compensate the Contractor for any additional storage charges that the Contractor may incur as a result of the delay.

23. Product Upgrades

- 23.1 At any point during performance of the Contract, should technological advances be introduced by the Contractor for the IT Products and/or Services originally offered by the Contractor in its bid and still to be delivered, the Contractor shall be obligated to offer to the Employer the latest versions of the available information technologies having equal or better performance or functionality at the same or lesser unit prices, pursuant to GC Clause 43 (Change in the Facility).
- 23.2 At any point during performance of the Contract, for IT Products and/or Services still to be delivered, the Contractor will also pass on to the Employer any cost reductions and additional and/or improved support and facilities that it offers to other clients of the Contractor in the Employer's Country, pursuant to GC Clause 43.
- 23.3 During performance of the Contract, the Contractor shall offer to the Employer all new versions, releases, and updates of Standard Software, as well as related documentation and technical support services, within thirty (30) days of their availability from the Contractor to other clients of the Contractor in the Employer's Country, and no later than twelve (12) months after they are released in the country of origin. In no case will the prices for this Software exceed those quoted by the Contractor in the Recurrent Costs tables in its bid.
- 23.4 During the Warranty Period, unless otherwise specified in the PC, the Contractor will provide at no additional cost to the Employer all new versions, releases, and updates for all Standard Software that are used in with the IT Products and/or Services, within thirty (30) days of their availability from the Contractor to other clients of the Contractor in the Employer's country, and no later than twelve (12) months after they are released in the Country of Origin of the Software.

23.5 The Employer shall introduce all new versions, releases or updates of the Software within eighteen (18) months of receipt of a production-ready copy of the new version, release, or update, provided that the new version, release, or update does not adversely affect System operation or performance or require extensive reworking of the System. In cases where the new version, release, or update adversely affects System operation or performance, or requires extensive reworking of the System, the Contractor shall continue to support and maintain the version or release previously in operation for as long as necessary to allow introduction of the new version, release, or update. In no case shall the Contractor stop supporting or maintaining a version or release of the Software less than twenty-four (24) months after the Employer receives a production-ready copy of a subsequent version, release, or update. The Employer shall use all reasonable endeavors to implement any new version, release, or update as soon as practicable, subject to the twenty four-month-long stop date.

24. IT Products and/or Services

24.1 Prices charged by the Contractor for IT Products and/or Services, that are not included in the Contract, shall be agreed upon in advance by the parties (including, but not restricted to, any prices submitted by the Contractor in the Recurrent Cost Schedules of its Bid) and shall not exceed the prevailing rates charged by the Contractor to other Employers in the Employer's Country for similar IT Products and/or Services.

25. Inspection and Testing

25.1 The Employer or its representative shall have the right to inspect and/or test any components of the IT Products and/or Services, as specified in the SOR, or specify such tests to be executed by the Contractor, to confirm their good working order and/or conformity to the Contract at the point of delivery and/or at the Project Site.

25.2 The Employer and the Project Manager or their designated representatives shall be entitled to attend the aforesaid test and/or inspection, provided that the Employer shall bear all costs and expenses incurred in connection with such attendance including, but not limited to, all traveling and board and lodging expenses.

25.3 Whenever the Contractor is ready to carry out any such test and/or inspection, the Contractor shall give a reasonable advance notice of such test and/or inspection and of the place

and time thereof to the Project Manager. The Contractor shall obtain from any relevant third Party or manufacturer any necessary permission or consent to enable the Employer and the Project Manager or their designated representatives to attend the test and/or inspection.

- 25.4 The Contractor shall provide the Project Manager with a certified report of the results of any such test and/or inspection.
- 25.5 If the Employer or Project Manager or their designated representatives fails to attend the test and/or inspection, or if it is agreed between the Parties that such persons shall not do so, then the Contractor may proceed with the test and/or inspection in the absence of such persons, and may provide the Project Manager with a certified report of the results thereof.
- 25.6 The Project Manager may require the Contractor to carry out any test and/or inspection not required by the Contract, provided that the Contractor's reasonable costs and expenses incurred in the carrying out of such test and/or inspection shall be added to the Contract Price. Further, if such test and/or inspection impede the progress of work on the Facilities and/or the Contractor's performance of its other obligations under the Contract, due allowance will be made in respect of the Time for Completion and the other obligations so affected.
- 25.7 If any component of the IT Products and/or Services fails to pass any test and/or inspection, the Contractor shall either rectify or replace such component and shall repeat the test and/or inspection upon giving a notice under GC Sub-Clause 25.3.
- 25.8 If any dispute shall arise between the parties in connection with or caused by an inspection and/or with regard to any component to be incorporated in the IT Products and/or Services that cannot be settled amicably between the parties within a reasonable period of time, either party may invoke the process pursuant to GC Clause 52 (Disputes and Arbitration), starting with referral of the matter to the Adjudicator in case an Adjudicator is included and named in the Contract.

26. Completion

- 26.1 As soon as the IT Products and Installation Services have, in the opinion of the Contractor, been delivered, Pre-commissioned, and made ready for Commissioning and Operational Acceptance Testing in accordance with the Schedule of Requirements, and the Agreed and Finalized Project Plan, the Contractor shall so notify the Employer in writing.
- 26.2 The Project Manager shall, within fourteen (14) days after receipt of the Contractor's notice under GC Sub-Clause 26.1, either issue an Installation Certificate in the form specified in the Contract Forms Section in the Bidding Documents, stating that the Installation of the IT Products has been achieved by the date of the Contractor's notice under GC Clause 26.1, or notify the Contractor in writing of any defects and/or deficiencies, including, but not limited to, defects or deficiencies in the interoperability or integration of the various components making up the IT Products and Installation Services. The Contractor shall use all reasonable endeavors to promptly remedy any defect and/or deficiencies that have been notified to the Contractor by the Project Manager. The Contractor shall then promptly carry out retesting of the IT Products and Installation Services and, when in the Contractor's opinion they are ready for Commissioning and Operational Acceptance Testing, notify the Employer in writing, in accordance with GC Sub-Clause 26.1. The procedure set out in this Sub-Clause GC 26.2 shall be repeated, as necessary, until the Installation Certificate is issued.
- 26.3 If the Project Manager fails to issue the Installation Certificate and fails to inform the Contractor of any defects and/or deficiencies within fourteen (14) days after receipt of the Contractor's notice under GC Sub-Clause 26.1, or if the Employer puts the IT Products and Installation Services into production operation, then the IT Products and Installation Services shall be deemed to have achieved successful Installation as of the date of the Contractor's notice or repeated notice, or when the Employer put the IT Products and Installation Services into production operation, as the case may be.

27. Commissioning and Operational Acceptance

27.1 Commissioning

27.1.1 Commissioning of the IT Products and/or Services shall be commenced by the Contractor:

- (a) immediately after issue of the Installation Certificate is issued by the Project Manager, pursuant to GC Sub- Clause 26.2, or
- (b) as otherwise specified in the Technical Requirements (specified in the SOR) or the Agreed and Finalized Project Plan; or
- (c) immediately after Installation occurred, under GC Sub-Clause 26.3.

27.1.2 The Employer shall supply the operating and technical personnel and all materials and information reasonably required to enable the Contractor to carry out its obligations with respect to Commissioning. Production use of the IT Products and/or Services shall not commence prior to the start of the formal Operational Acceptance Testing.

27.2 Operational Acceptance Test

27.2.1 The Operational Acceptance Tests (and repeats of each tests) shall be the primary responsibility of the Employer (in accordance with GC Sub-Clause 10.10), but shall be conducted with the full cooperation of the Contractor during Commissioning of the IT Products and Installation Services to ascertain whether they conform to the SOR and meets the standard of performance quoted in the Contractor's bid, including, but not restricted to, the functional and technical performance requirements. The Operational Acceptance Tests during Commissioning will be conducted as specified in the SOR and/or the Agreed and Finalized Project Plan.

27.2.2 At the Employer's discretion, Operational Acceptance Tests may also be performed on replacement Products, upgrades and new version releases, and Products that are added or field-modified after Operational Acceptance of the System.

27.2.3 If for reason attributable to the Employer, the Operational Acceptance Test of the IT Products and Installation Services cannot be successfully

completed within the period specified in the SOR, from the date of Installation or any other period agreed upon in writing by the Employer and the Contractor, the Contractor shall be deemed to have fulfilled its obligations with respect to the technical and functional aspects of the SOR and/or the Agreed and Finalized Project Plan, and GC Sub-Clauses 28.2 and 28.3 (Completion Time Guarantee) shall not apply.

27.3 Operational Acceptance

27.3.1 Subject to GC Sub-Clause 27.4 (Partial Acceptance) below, Operational Acceptance shall occur in respect of the IT Products and Installation Services when

- (a) the Operational Acceptance Tests, specified in the SOR and/or Agreed and Finalized Project Plan have been successfully completed; or
- (b) the Operational Acceptance Tests have not been successfully completed or have not been carried out for reasons that are attributable to the Employer within the period from the date of Installation or any other agreed-upon period as specified in GC Clause 27.2.3 above; or
- (c) the Employer has put the System into production or use for sixty (60) consecutive days. If the System is put into production or use in this manner, the Contractor shall notify the Employer and document such use.

27.3.2 At any time after any of the events set out in GC Sub- Clause 27.3.1 above have occurred, the Contractor may give a notice to the Project Manager requesting the issue of an Operational Acceptance Certificate.

27.3.3 After consultation with the Employer, and within fourteen (14) days after receipt of the Contractor's notice, the Project Manager shall:

- (a) issue an Operational Acceptance Certificate; or
- (b) notify the Contractor in writing of any defect or deficiencies or other reason for the failure of the Operational Acceptance Tests; or
- (c) issue the Operational Acceptance Certificate, if the situation covered by GC Clause 27.3.1

(b) arises.

27.3.4 The Contractor shall use all reasonable endeavors to promptly remedy any defect and/or deficiencies and/or other reasons for the failure of the Operational Acceptance Test that the Project Manager has notified to the Contractor. Once such remedies have been made by the Contractor, the Contractor shall notify the Employer, and the Employer, with the full cooperation of the Contractor, shall use all reasonable endeavors to promptly carry out retesting of the IT Products and Installation Services. Upon the successful conclusion of the Operational Acceptance Tests, the Contractor shall notify the Employer of its request for Operational Acceptance Certification, in accordance with GC Sub-Clause 27.3.2. The Employer shall then issue to the Contractor the Operational Acceptance Certification in accordance with GC Sub-Clause 27.3.3 (a), or shall notify the Contractor of further defects, deficiencies, or other reasons for the failure of the Operational Acceptance Test. The procedure set out in this GC Sub-Clause 27.3.4 shall be repeated, a necessary, until the Operational Acceptance Certificate is issued.

27.3.5 If the System or Subsystem fails to pass the Operational

Acceptance Test(s) in accordance with GC Sub-Clause

27.2, then either:

- (a) the Employer may consider terminating the Contract, pursuant to GC Clause 47 (Termination for Contractor's Default), or
- (b) if the failure to achieve Operational Acceptance within the specified time period is a result of the failure of the Employer to fulfill its obligations under the Contract, then the Contractor shall be deemed to have fulfilled its obligations with respect to the relevant technical and functional aspects of the Contract, and GC Sub-Clauses 30.3 and 30.4 (Functional Guarantees) shall not apply.

27.3.6 If within fourteen (14) days after receipt of the Contractor's notice, the Project Manager fails to issue the Operational Acceptance Certificate or

fails to inform the Contractor in writing of the justifiable reasons why the Project Manager has not issued the Operational Acceptance Certificate, the IT Products and Installation Services shall be deemed to have been accepted as of the date of the Contractor's said notice.

27.4 Partial Acceptance

27.4.1 If so specified in the SOR for GC Sub-Clause 27.2(a), Installation and Commissioning shall be carried out individually for each identified major component of the IT Products and Installation Services. In this event, the provisions in the Contract relating to Installation and Commissioning, including the Operational Acceptance Test, shall apply to each such major component individually, and Operational Acceptance Certificate(s) shall be issued accordingly for each such major component, subject to the limitations contained in GC Sub-Clause 27.4.2.

27.4.2 The issuance of Operational Acceptance Certificates for individual major components pursuant to GC Sub-Clause

27.4.1 shall not relieve the Contractor of its obligation to obtain an Operational Acceptance Certificate for the IT Products and Installation Services as a whole once all major components have been supplied, installed, tested, and commissioned.

27.4.3 In the case of minor components for the IT Products and Installation Services that by their nature do not require Commissioning or an Operational Acceptance Test, the Project Manager shall issue an Operational Acceptance Certificate within fourteen (14) days after such components have been delivered and/or installed or the site works have been completed. The Contractor shall, however, use all reasonable endeavors to promptly remedy any defects or deficiencies in such minor components detected by the Employer or Contractor.

F. GUARANTEES AND LIABILITIES

28. Completion Time Guarantee

- 28.1 The Contractor guarantees that it shall complete the supply, Installation, Commissioning, and achieve Operational Acceptance of the IT Products and/or Services within the time periods specified in the Implementation Schedule and/or Agreed and Finalized Project Plan pursuant to GC Sub-Clause 8.2, or within such extended time to which the Contractor shall be entitled under GC Clause 44 (Extension of Time for Completion).
- 28.2 If the Contractor fails to supply, install, commission, and achieve Operational Acceptance of the IT Products and/or Services within the time for achieving Operational Acceptance specified in the Implementation Schedule or the Agreed and Finalized Project Plan, or any extension of the time for achieving Operational Acceptance previously granted under GC Clause 44 (Extension of Time for Completion), the Contractor shall pay to the Employer liquidated damages at the rate specified in the PC as a percentage of the Contract Price, or the relevant part of the Contract Price if a major component of the IT Products and/or Services has not achieved Operational Acceptance. The aggregate amount of such liquidated damages shall in no event exceed the amount specified in the PC (—the Maximum). Once the Maximum is reached, the Employer may consider termination of the Contract, pursuant to GC Sub-Clause 47 (Termination for Contractor’s Default).
- 28.3 Unless otherwise specified in the PC, liquidated damages payable under GC Sub-Clause 28.2 shall apply only to the failure to achieve Operational Acceptance of the IT Products and/or Services as specified in the Implementation Schedule and/or Agreed and Finalized Project Plan. This GC Sub-Clause 28.3 shall not limit, however, any other rights or remedies the Employer may have under the Contract for other delays.
- 28.4 If liquidated damages are claimed by the Employer for the IT Products and/or Services, the Contractor shall have no further liability whatsoever to the Employer in respect to the Operational Acceptance time guarantee for the System (or Subsystem). However, the payment of liquidated damages shall not in any way relieve the Contractor from any of its obligations to complete the IT Products and/or Services or

from any other of its obligations and liabilities under the Contract.

29. Defect Liability

29.1 The Contractor warrants that for the period specified in the SOR, all Products, including Documentation, and/or Services (to the extent relevant) to be delivered under this contract:

- (a) shall be free from defects in the design, engineering, and workmanship;
- (b) are newly manufactured, unused, and incorporate all recent material improvements in design; and
- (c) complies with or exceeds the Technical Specifications in the SOR.

Exceptions and/or limitations, if any, to this warranty with respect to Software (or categories of Software), shall be as specified in the PC. Commercial warranty provisions of products supplied under the Contract shall apply to the extent that they do not conflict with the provisions of this Contract.

29.2 In addition, the Contractor warrants that:

- (a) all Products components to be incorporated into the System form part of the Contractor's and/or Sub-Contractor's current product lines,
- (b) they have been previously released to the market, and
- (c) those specific items identified in the PC (if any) have been in the market for at least the minimum periods specified in the PC.

29.3 The Warranty Period shall commence from the date of Operational Acceptance of the IT Products and/or Services and shall extend for the length of time specified in the PC.

29.4 If during the Warranty Period any defect as described in GC Sub- Clause 29.1 should be found in the design, engineering, Documentation, and workmanship of the Products and/or Services provided by the Contractor, the Contractor shall promptly, in consultation and agreement with the Employer regarding appropriate remedying of the defects, and at its sole cost, repair, replace, or otherwise make good (as the Contractor shall, at its discretion, determine) such defect as well as any damage to the Products and/or Services caused by such defect. Any defective Products and/or Services that have been replaced by the Contractor shall remain the property of the Contractor.

29.5 The Contractor shall not be responsible for the repair,

replacement, or making good of any defect or of any damage to the Products and/or Services arising out of or resulting from any of the following causes:

- (a) improper operation or maintenance of the Product and/or Service by the Employer;
- (b) normal wear and tear;
- (c) use of the IT Products and/or Services with items not supplied by the Contractor, unless otherwise identified in the Schedule of Requirements, or approved by the Contractor; or
- (d) modifications made to the Products and/or Services by the Employer, or a third party, not approved by the Contractor.

29.6 The Contractor's obligations under this GC Clause 29 shall not apply to:

- (a) any materials that are normally consumed in operation or have a normal life shorter than the Warranty Period; or
- (b) any designs, specifications, or other data designed, supplied, or specified by or on behalf of the Employer or any matters for which the Contractor has disclaimed responsibility in writing and has been accepted by the Employer.

29.7 The Employer shall give the Contractor a notice promptly following the discovery of such defect, stating the nature of any such defect together with all available evidence

29.8 The Contractor may, with the consent of the Employer, remove from the Site any IT Products and/or Services that are defective, if the nature of the defect, and/or any damage to the IT Products and/or Services caused by the defect, is such that repairs cannot be expeditiously carried out at the Site. If the repair, replacement, or making good is of such a character that it may affect the efficiency of the IT Products and/or Services, the Employer may give the Contractor notice requiring that tests of the defective part be made by the Contractor immediately upon completion of such remedial work, whereupon the Contractor shall carry out such tests.

29.9 If such part fails the tests, the Contractor shall carry out further repair, replacement, or making good (as the case may be) until that part of the IT Product and/or Service passes such tests.

The tests shall be agreed upon by the Employer and the Contractor.

- 29.10 If the Contractor fails to commence the work necessary to remedy such defect or any damage to the IT Product and/or Service caused by such defect within the time period specified in the PC, the Employer may, following notice to the Contractor, proceed to do such work or contract a third party (or parties) to do such work, and the reasonable costs incurred by the Employer in connection with such work shall be paid to the Employer by the Contractor or may be deducted by the Employer from any monies due the Contractor or claimed under the performance security (refer GC Sub-Clause 13.3 (Performance Security)).
- 29.11 If the IT Products and/or Services cannot be used by reason of such defect and/or making good of such defect, the Warranty Period for the IT Products and/or Services shall be extended by a period equal to the period during which the IT Products and/or Service could not be used by the Employer because of such defect and/or making good of such defect.
- 29.12 Items substituted for defective parts of the IT Product and/or Service during the Warranty Period shall be covered by the Defect Liability Period for the remainder of the Warranty Period applicable for the part replaced or three (3) months, whichever is greater.
- 29.13 At the request of the Employer and without prejudice to any other rights and remedies that the Employer may have against the Contractor under the Contract, the Contractor will offer all possible assistance to the Employer to seek warranty services or remedial action from any subcontracted third-party producers or licensor of IT Products and/or Services including without limitation assignment or transfer in favour of the Employer of the benefit of any warranties given by such producers or licensors to the Contractor.

30. Functional Guarantees

- 30.1 The Contractor guarantees that during the Operational Acceptance, the IT Products and/or Services and all parts thereof shall attain the Functional Guarantees, subject to and upon the conditions therein specified.
- 30.2 If, for reasons attributable to the Contractor, the minimum level of the Functional Guarantees are not met either in whole or in part, the Contractor shall at its cost and expense make

such changes, modifications and/or additions to the IT Products and/or Services or any part thereof as may be necessary to meet at least the minimum level of such Guarantees. The Contractor shall notify the Employer upon completion of the necessary changes, modifications and/or additions, and shall request the Employer to repeat the Operational Acceptance Test until the minimum level of the Guarantees has been met. If the Contractor eventually fails to meet the minimum level of Functional Guarantees, the Employer may consider termination of the Contract, pursuant to GC Clause 47 (Termination for Contractor's Default).

- 30.3 If, for reasons attributable to the Contractor, the Functional Guarantees are not attained either in whole or in part, but the minimum level of the Functional Guarantees is met, the Contractor shall, at the Contractor's option, either
- (a) make such changes, modifications and/or additions to the Facilities or any part thereof that are necessary to attain the Functional Guarantees at its cost and expense, and shall request the Employer to repeat the Operational Acceptance Test; or
 - (b) pay liquidated damages to the Employer in respect of the failure to meet the Functional Guarantees.
- 30.4 The payment of liquidated damages under GC Sub-Clause 30.3, up to the limitation of liability specified in the Appendix to the Contract titled Functional Guarantees, shall completely satisfy the Contractor's guarantees under GC Sub-Clause 30.3, and the Contractor shall have no further liability whatsoever to the Employer in respect thereof. Upon the payment of such liquidated damages by the Contractor, the Project Manager shall issue the Operational Acceptance Certificate for the Facilities or any part thereof in respect of which the liquidated damages have been so paid.

**31. Intellectual
Property Rights
Warranty**

- 31.1 The Contractor hereby represents and warrants that:
- (a) the IT Products and/or Services as supplied, installed, tested and accepted;
 - (b) use of the IT Products and/or Services in accordance with the Contract; and
 - (c) copying of the Software and Documentation provided to the Employer in accordance with the Contract

do not and will not infringe any Intellectual Property Rights held by any third party and that it has all necessary rights or at its sole expense shall have secured in writing all transfers of rights and other consents necessary to make the assignments, licenses, and other transfers of Intellectual Property Rights and the warranties set forth in the Contract, and for the Employer to own or exercise all Intellectual Property Rights as provided in the Contract. Without limitation, the Contractor shall secure all necessary written agreements, consents, and transfers of rights from its employees and other persons or entities whose services are used for development of the IT Products and/or Services.

**32. Intellectual
Property Rights
Indemnity**

- 32.1 The Contractor shall indemnify and hold harmless the Employer and its employees and officers from and against any and all losses, liabilities, and costs (including losses, liabilities, and costs incurred in defending a claim alleging such a liability), that the Employer or its employees or officers may suffer as a result of any infringement or alleged infringement of any Intellectual Property Rights.

- 32.2 Such indemnity shall not cover any use of the IT Products and/or Services, including the Documentation, other than for the purpose indicated by or to be reasonably inferred from the Contract, any infringement resulting from the use of the IT Products and/or Services, or any secondary IT Products and/or Services that result thereby in association or combination with any IT Products and/or Services not supplied by the Contractor, where the infringement arises because of such association or combination and not because of use of the IT Products and/or Services in its own right.

- 32.3 Such indemnities shall also not apply if any claim or infringement:

(a) is asserted by a parent, subsidiary, or affiliate of the

Employer's organization;

- (b) is a direct result of a design mandated by the Employer's SOR and the possibility of such infringement was duly noted in the Contractor's bid; or
- (c) results from the alteration of the IT Products and/or Services, including the Documentation, by the Employer or any persons other than the Contractor or a person authorized by the Contractor.

32.4 If a claim of infringement of Intellectual Property Rights is made or threatened by a third party, the Employer will allow the Contractor, at the Contractor's expense, to either:

- (a) obtain for the Employer the right to continued use of the IT Products and/or Services; or
- (b) replace or modify the IT Products and/or Services so that the alleged infringement ceases so long as the IT Products and/or Services continue to provide the Customer with equivalent functionality and performance as required in the SOR.

32.5 The Employer shall indemnify and hold harmless the Contractor and its employees, officers and Sub-Contractors from and against any and all losses, liabilities, and costs incurred in defending a claim alleging such a liability) that the Contractor or its employees, officers, or Sub-Contractors may suffer as a result of any infringement or alleged infringement of any Intellectual Property Rights arising out of or in connection with any design, data drawing, specification, or other documents or materials provided to the Contractor in connection with this Contract by the Employer or any persons (other than the Contractor) contracted by the Employer, except to the extent that such losses, liabilities, and costs arise as a result of the Contractor's breach of GC Sub-Clause 32.8.

32.6 Such indemnity shall not cover any use of the design, data, drawing, specification, or other documents or materials, other than for the purpose indicated by or to be reasonably inferred from the Contract, or any infringement resulting from the use of the design, data, drawing, specification, or other documents or materials, or any products produced thereby, in association or combination with any other IT Products and/or Services not provided by the Employer or any other person contracted by the Employer, where the infringement arises because of such association or combination and not because of the use of the

design, data, drawing, specification, or other documents or materials in its own right.

32.7 Such indemnities shall also not apply:

- (a) if any claim of infringement is asserted by a parent, subsidiary, or affiliate of the Contractor's organization;
- (b) to the extent that any claim of infringement caused by the alteration, by the Contractor, or any persons contracted by the Contractor, of the design, data, drawing, specification, or other documents or materials provided to the Contractor by the Employer or any persons contracted by the Employer

32.8 If any proceedings are brought or any claim is made against the Contractor arising out of the matters referred to in GC Sub-Clause 32.5, the Contractor shall promptly give the Employer notice of such proceedings or claims, and the Employer may at its own expense and in the Contractor's name conduct such proceedings or claim and any negotiations for the settlement of any such proceedings or claim. If the Employer fails to notify the Contractor within twenty- eight (28) days after receipt of such notice that it intends to conduct any such proceedings or claim, then the Contractor shall be free to conduct the same on its own behalf. Unless the Employer has so failed to notify the Contractor within the twenty-eight (28) days, the Contractor shall made no admission that may be prejudicial to the defense of any such proceedings or claim. The Contractor shall, at the Employer's request, afford all available assistance to the Employer in conducting such proceedings or claim and shall re reimbursed by the Employer for all reasonable expenses incurred in so doing.

33. Limitation of Liability

33.1 Except in cases of criminal negligence or willful misconduct, and

Intellectual Property Rights Indemnity claims pursuant to Clause 32:

- (a) neither Party shall be liable to the other Party, whether in contract, tort, or otherwise, for any indirect or consequential loss or damage, loss of use, loss of production, or loss of profits or interest costs, which may be suffered by the other Party in connection with the Contract, other than specifically provided as any obligation of the Party in the Contract, and
- (b) the aggregate liability of the Contractor to the Employer, whether under the Contract, in tort or otherwise, shall not exceed the amount resulting from the application of the multiplier specified in the PC, to the Contract Price or, if a multiplier is not so specified, the total Contract Price, provided that this limitation shall not apply to the cost of repairing or replacing defective equipment, or to any obligation of the Contractor to indemnify the Employer with respect to patent infringement.

34. Criminal Charges and Convictions

34.1 The Contractor warrants that it has disclosed and will continue to disclose during the term of this Contract full details of all criminal convictions and all pending criminal charges against it or any of its personnel, associates or Sub-Contractors that would reasonably be expected to adversely affect the Contractor or the Contractor's capacity to fulfill its obligations under this Contract. The Contractor is not required to provide information to the Contractor in a form or in a manner which would cause the Contractor to breach the privacy of the individual but the Contractor will take all reasonable steps to either:

provide sufficient information to enable the Employer to assess the level of any risk or conflict posed to it by the existence of such conviction or pending charge; or

take such steps as necessary to ensure that the person who is the subject of the conviction or pending charge ceases to be directly or indirectly involved with this Contract.

34.2 A failure to make any such disclosure will be treated as a material breach of this Contract.

G. RISK DISTRIBUTION

35. Transfer of Ownership

- 35.1 With the exception of any Software and Documentation, the ownership of the IT Products and/or Services shall be transferred to the Employer at the time of Delivery or otherwise under terms that may be agreed upon and specified in the Contract.
- 35.2 Ownership and the terms of usage of any Software and Documentation supplied under the Contract shall be governed by GC Clause 15 (Intellectual Property and Copyright), and any elaboration in the SOR.
- 35.3 Ownership of the Contractor's Equipment used by the Contractor and its Sub-Contractors in connection with the Contract shall remain with the Contractor or its Sub-Contractors.

36. Care of IT Products and/or Services

- 36.1 The Contractor shall be responsible for the care and custody of the IT Products and/or Services or any part thereof until the date of Completion of the IT Products and/or Services pursuant to GC Clause 26 (Completion) or, where the Contract provides for Completion of the IT Products and/or Services in parts, until the date of Completion of the relevant part, and shall make good at its own cost any loss or damage that may occur to the IT Products and/or Services or the relevant part thereof from any cause whatsoever during such period. The Contractor shall also be responsible for any loss or damage to the IT Products and/or Services caused by the Contractor or its Sub-Contractors in the course of any work carried out, pursuant to GC Clause 29 (Defect Liability). Notwithstanding the foregoing, the Contractor shall not be liable for any loss or damage to the IT Products and/or Services or that part thereof caused by reason of any of the matters specified or referred to in paragraphs (a), (b) and (c) of GC Sub-Clauses 36.2 and 42.1 (War Risks).
- 36.2 If any loss or damage occurs to the IT Products and/or Services or any part thereof or to the Contractor's temporary IT Products and/or Services by reason of
-) insofar as they relate to the country where the Site is located, nuclear reaction, nuclear radiation, radioactive contamination, pressure wave caused by aircraft or other

aerial objects, or any other occurrences that an experienced contractor could not reasonably foresee, or if reasonably foreseeable could not reasonably make provision for or insure against, insofar as such risks are not normally insurable on the insurance market and are mentioned in the general exclusions of the policy of insurance, including War Risks and Political Risks, taken out under GC Clause 38 (Insurance) hereof; or

-) any use or occupation by the Employer or any third Party other than a Sub-Contractor, authorized by the Employer of any part of the IT Products and/or Services; or
-) any use of or reliance upon any design, data or specification provided or designated by or on behalf of the Employer, or any such matter for which the Contractor has disclaimed responsibility herein,

the Employer shall pay to the Contractor all sums payable in respect of the IT Products and/or Services executed, notwithstanding that the same be lost, destroyed or damaged, and will pay to the Contractor the replacement value of all temporary facilities and all parts thereof lost, destroyed or damaged. If the Employer requests the Contractor in writing to make good any loss or damage to the IT Products and/or Services thereby occasioned, the Contractor shall make good the same at the cost of the Employer in accordance with GC Clause 43 (Change in the Facilities). If the Employer does not request the Contractor in writing to make good any loss or damage to the IT Products and/or Services thereby occasioned, the Employer shall either request a change in accordance with GC Clause 43, excluding the performance of that part of the IT Products and/or Services thereby lost, destroyed or damaged, or, where the loss or damage affects a substantial part of the IT Products and/or Services, the Employer shall terminate the Contract pursuant to GC Sub-Clause 46.1 hereof

- 36.3 The Contractor shall be liable for any loss of or damage to any Contractor's Equipment, or any other property of the Contractor used or intended to be used for purposes of the IT Products and/or Services, except
- (a) as mentioned in GC Sub-Clause 36.2 with respect to the Contractor's temporary IT Products and/or Services, and
 - (b) where such loss or damage arises by reason of any of the matters specified in GC Sub-Clauses 36.2 (b) and (c) and

42.1 (War Risks)

- 36.4 With respect to any loss or damage caused to the IT Products and/or Services or any part thereof or to the Contractor's Equipment by reason of any of the matters specified in GC Sub-Clause 42.1, the provisions of GC Sub-Clause 42.3 shall apply.
- 37. Loss of or Damage to Property; Accident or Injury to Workers; Indemnification**
- 37.1 The Contractor and each and every Sub-Contractor shall abide by the job safety, insurance, customs, and immigration measures prevalent and laws in force in the Employer's Country.
- 37.2 Subject to GC Sub-Clause 37.3, the Contractor shall indemnify and hold harmless the Employer and its employees and officers from and against any and all suits, actions or administrative proceedings, claims, demands, losses, damages, costs, and expenses of whatsoever nature, including attorney's fees and expenses, in respect of the death or injury of any person or loss of or damage to any property other than the IT Products and/or Services whether accepted or not, arising in connection with the supply and installation of the IT Products and/or Services and by reason of the negligence of the Contractor or its Sub-Contractors, or their employees, officers or agents, except any injury, death or property damage caused by the negligence of the Employer, its contractors, employees, officers or agents
- 37.3 If any proceedings are brought or any claim is made against the Employer that might subject the Contractor to liability under GC Sub- Clause 37.2, the Employer shall promptly give the Contractor a notice thereof and the Contractor may at its own expense and in the Employer's name conduct such proceedings or claim and any negotiations for the settlement of any such proceedings or claim. If the Contractor fails to notify the Employer within twenty-eight (28) days after receipt of such notice that it intends to conduct any such proceedings or claim, then the Employer shall be free to conduct the same on its own behalf. Unless the Contractor has so failed to notify the Employer within the twenty-eight (28) day period, the Employer shall make no admission that may be prejudicial to the defense of any such proceedings or claim. The Employer shall, at the Contractor's request, afford all available assistance to the Contractor in conducting such proceedings or claim and shall be reimbursed by the

Contractor for all reasonable expenses incurred in so doing.

- 37.4 The Employer shall indemnify and hold harmless the Contractor and its employees, officers and Sub-Contractors from any and all losses, liabilities, and costs (including losses, liabilities, and costs incurred in defending a claim alleging such a liability) that the Contractor or its employees, officers, or Sub-Contractors may suffer as a result of the death or personal injury of any person or loss of or damage to property of the Employer, other than the IT Products and/or Services not yet achieving Operational Acceptance, that is caused by fire, explosion, or any other perils, in excess of the amount recoverable from insurances procured under GC Clause 38 (Insurance), provided that such fire, explosion, or other perils were not caused by any act or failure of the Contractor.
- 37.5 If any proceedings are brought or any claim is made against the Contractor that might subject the Employer to liability under GC Sub- Clause 37.4, the Contractor shall promptly give the Employer notice of such proceedings or claims, and the Employer may at its own expense and in the Contractor's name conduct such proceedings or claim and any negotiations for the settlement of any such proceeding or claim. If the Employer fails to notify the Contractor within twenty- eight (28) days after receipt of such notice that it intends to conduct any such proceedings or claim, then the Contractor shall be free to conduct the same on its own behalf. Unless the Employer has so failed to notify the Contractor within twenty-eight (28) days, the Contractor shall make no admission that may be prejudicial to the defense of any such proceedings or claim. The Contractor shall, at the Employer's request, afford all available assistance to the Employer in conducting such proceedings or claim and shall be reimbursed by the Employer for all reasonable expense incurred in so doing.
- 37.6 The Party entitled to the benefit of an indemnity under this GC Clause 37 shall take all reasonable measures to mitigate any loss or damage which has occurred. If the Party fails to take such measures, the other Party's liabilities shall be correspondingly reduced

38. Insurance

38.1 To the extent specified in the Appendix to the Contract titled Insurance Requirements, the Contractor shall at its expense take out and maintain in effect, or cause to be taken out and maintained in effect, during the performance of the Contract, the insurances set forth below in the sums and with the deductibles and other conditions specified in the said Appendix. The identity of the insurers and the form of the policies shall be subject to the approval of the Employer, who should not unreasonably withhold such approval.

38.1.1 Cargo Insurance During Transport

As applicable, 110 percent of the price of the Products covering the Products at the Site from all risks of physical loss or damage (excluding only perils commonly excluded under —all risks— insurance policies of this type of reputable insurers) occurring prior to Operational Acceptance of the IT Products and/or Services

38.1.2 Installation All Risks Insurance

Covering physical loss or damage to the IT Products and/or Services at the Site, occurring prior to Completion of the Facilities, with an extended maintenance coverage for the Contractor's liability in respect of any loss or damage occurring during the Defect Liability Period while the Contractor is on the Site for the purpose of performing its obligations during the Defect Liability Period.

38.1.3 Third Party Liability Insurance

Covering bodily injury or death suffered by third Parties including the Employer's personnel, and loss of or damage to property occurring in connection with the supply and installation of the IT Products and/or Services.

38.1.4 Automobile Liability Insurance

Covering use of all vehicles used by the Contractor or its Sub- Contractors, whether or not owned by them, in connection with the execution of the Contract.

38.1.5 Workers' Compensation

In accordance with the statutory requirements

applicable in any country where the Contract or any part thereof is executed.

38.1.6 Employer's Liability

In accordance with the statutory requirements applicable in any country where the Contract or any part thereof is executed

38.1.7 Other Insurances

Such other insurances as may be specifically agreed upon by the Parties hereto as listed in the Appendix to the Contract titled Insurance Requirements.

38.2 The Employer shall be named as co-insured under all insurance policies taken out by the Contractor pursuant to GC Sub-Clause 38.1, except for the Third Party Liability, Workers' Compensation and Employer's Liability Insurances, and the Contractor's Sub-Contractors shall be named as co-insured under all insurance policies taken out by the Contractor pursuant to GC Sub-Clause 38.1 except for the Cargo Insurance During Transport, Workers' Compensation and Employer's Liability Insurances. All insurers' rights of subrogation against such co-insured for losses or claims arising out of the performance of the Contract shall be waived under such policies.

38.3 The Contractor shall, in accordance with the provisions of the Appendix to the Contract titled Insurance Requirements, deliver to the Employer certificates of insurance or copies of the insurance policies as evidence that the required policies are in full force and effect. The certificates shall provide that no less than twenty-one (21) days' notice shall be given to the Employer by insurers prior to cancellation or material modification of a policy.

38.4 The Contractor shall ensure that, where applicable, its Sub-Contractor(s) shall take out and maintain in effect adequate insurance policies for their personnel and vehicles and for work executed by them under the Contract, unless such Sub-Contractors are covered by the policies taken out by the Contractor.

38.5 The Employer shall at its expense take out and maintain in effect during the performance of the Contract those insurances specified in the Appendix to the Contract titled Insurance

Requirements, in the sums and with the deductibles and other conditions specified in the said Appendix. The Contractor and the Contractor's Sub-Contractors shall be named as co-insured under all such policies. All insurers' rights of subrogation against such co-insured for losses or claims arising out of the performance of the Contract shall be waived under such policies. The Employer shall deliver to the Contractor satisfactory evidence that the required insurances are in full force and effect. The policies shall provide that not less than twenty-one (21) days' notice shall be given to the Contractor by all insurers prior to any cancellation or material modification of the policies. If so requested by the Contractor, the Employer shall provide copies of the policies taken out by the Employer under this GC Sub-Clause 38.5.

38.6 If the Contractor fails to take out and/or maintain in effect the insurances referred to in GC Sub-Clause 38.1, the Employer may take out and maintain in effect any such insurances and may from time to time deduct from any amount due the Contractor under the Contract any premium that the Employer shall have paid to the insurer, or may otherwise recover such amount as a debt due from the Contractor. If the Employer fails to take out and/or maintain in effect the insurances referred to in GC Sub-Clause 38.5, the Contractor may take out and maintain in effect any such insurances and may from time to time deduct from any amount due the Employer under the Contract any premium that the Contractor shall have paid to the insurer, or may otherwise recover such amount as a debt due from the Employer. If the Contractor fails to or is unable to take out and maintain in effect any such insurances, the Contractor shall nevertheless have no liability or responsibility towards the Employer, and the Contractor shall have full recourse against the Employer for any and all liabilities of the Employer herein.

38.7 Unless otherwise provided in the Contract, the Contractor shall prepare and conduct all and any claims made under the policies effected by it pursuant to this GC Clause 38, and all monies payable by any insurers shall be paid to the Contractor. The Employer shall give to the Contractor all such reasonable assistance as may be required by the Contractor. With respect to insurance claims in which the Employer's interest is involved, the Contractor shall not give any release or make any compromise with the insurer without the prior written consent of the Employer. With respect to insurance claims in

which the Contractor's interest is involved, the Employer shall not give any release or make any compromise with the insurer without the prior written consent of the Contractor.

39. Unforeseen Conditions

39.1 If, during the execution of the Contract, the Contractor shall encounter on the Site any physical conditions other than climatic conditions, or artificial obstructions that could not have been reasonably foreseen prior to the date of the Contract by an experienced contractor on the basis of reasonable examination of the data relating to the IT Products and/or Services and on the basis of information that it could have obtained from a visual inspection of the Site if access thereto was available, or other data readily available to it relating to the IT Products and/or Services, and if the Contractor determines that it will in consequence of such conditions or obstructions incur additional cost and expense or require additional time to perform its obligations under the Contract that would not have been required if such physical conditions or artificial obstructions had not been encountered, the Contractor shall promptly, and before performing additional work or using additional Contractor's Equipment, notify the Project Manager in writing of:

- (a) the physical conditions or artificial obstructions on the Site that could not have been reasonably foreseen;
- (b) the additional work required, including the steps which the Contractor will or proposes to take to overcome such conditions or obstructions;
- (c) the extent of the anticipated delay; and
- (d) the additional cost and expense that the Contractor is likely to incur.

On receiving any notice from the Contractor under this GC Sub- Clause 39.1, the Project Manager shall promptly consult with the Employer and Contractor and decide upon the actions to be taken to overcome the physical conditions or artificial obstruction encountered. Following such consultations, the Project Manager shall instruct the Contractor, with a copy to the Employer, of the actions to be taken.

39.2 Any reasonable additional cost and expense incurred by the Contractor in following the instructions from the Project Manager to overcome such physical conditions or artificial obstructions referred to in GC Sub- Clause 39.1 shall be paid by the Employer to the Contractor as an addition to the

Contract Price.

- 39.3 If the Contractor is delayed or impeded in the performance of the Contract because of any such physical conditions or artificial obstructions referred to in GC Sub-Clause 39.1, the Time for Completion shall be extended in accordance with GC Clause 44 (Extension of Time for Completion).

For Reference Only

40. Change in Laws and Regulations

- 40.1 If, after the date twenty-eight (28) days prior to the date of bid submission, in the country where the Site is located, any law, regulation, ordinance, order or by-law having the force of law is enacted, promulgated, abrogated or changed which shall be deemed to include any change in interpretation or application by the competent authorities, that subsequently affects the costs and expenses of the Contractor and/or the Time for Completion, the Contract Price shall be correspondingly increased or decreased, and/or the Time for Completion shall be reasonably adjusted to the extent that the Contractor has thereby been affected in the performance of any of its obligation under the Contract. Notwithstanding the foregoing, such additional or reduced costs shall not be separately paid or credited if the same has already been accounted for in the price adjustment provisions where applicable, in accordance with the PC pursuant to GC Sub-Clause 11.2.

41. Force Majeure

41.1 Force Majeure shall mean any event beyond the reasonable control of the Employer or of the Contractor, as the case may be, and which is unavoidable notwithstanding the reasonable care of the Party affected, and shall include, without limitation, the following:

- (a) war, hostilities or warlike operations whether a state of war be declared or not, invasion, act of foreign enemy and civil war
- (b) rebellion, revolution, insurrection, mutiny, usurpation of civil or military government, conspiracy, riot, civil commotion and terrorist acts
- (c) confiscation, nationalization, mobilization, commandeering or requisition by or under the order of any government or de jure or de facto authority or ruler or any other act or failure to act of any local state or national government authority
- (d) strike, sabotage, lockout, embargo, import restriction, port congestion, lack of usual means of public transportation and communication, industrial dispute, shipwreck, shortage or restriction of power supply, epidemics, quarantine and plague
- (e) earthquake, landslide, volcanic activity, fire, flood or inundation, tidal wave, typhoon or cyclone, hurricane, storm, lightning, or other inclement weather condition, nuclear and pressure waves or other natural or physical disaster
- (f) shortage of labor, materials or utilities where caused by circumstances that are themselves Force Majeure.

41.2 If either Party is prevented, hindered or delayed from or in performing any of its obligations under the Contract by an event of Force Majeure, then it shall notify the other in writing of the occurrence of such event and the circumstances thereof within fourteen (14) days after the occurrence of such event.

41.3 The Party who has given such notice shall be excused from the performance or punctual performance of its obligations under the Contract for so long as the relevant event of Force Majeure continues and to the extent that such Party's performance is prevented, hindered or delayed. The Time for Completion shall be extended in accordance with GC Clause 8.

41.4 The Party or Parties affected by the event of Force Majeure

shall use reasonable efforts to mitigate the effect thereof upon its or their performance of the Contract and to fulfill its or their obligations under the Contract, but without prejudice to either Party's right to terminate the Contract under GC Clauses 45 (Suspension), 46 (Termination for Employer's Convenience), 47 (Termination for Contractor's Default), and 48 (Termination by Contractor).

- 41.5 No delay or nonperformance by either Party hereto caused by the occurrence of any event of Force Majeure shall
- (a) constitute a default or breach of the Contract, or
 - (b) give rise to any claim for damages or additional cost or expense occasioned thereby, subject to GC Sub-Clauses 36.2 (Care of IT Products and/or Services), 41.3, and 42.4 (War Risks) if and to the extent that such delay or non-performance is caused by the occurrence of an event of Force Majeure
- 41.6 If the performance of the Contract is substantially prevented, hindered or delayed for a single period of more than sixty (60) days or an aggregate period of more than one hundred and twenty (120) days on account of one or more events of Force Majeure during the currency of the Contract, the Parties will attempt to develop a mutually satisfactory solution, failing which either Party may terminate the Contract by giving a notice to the other, but without prejudice to either Party's right to terminate the Contract under GC Sub-Clause 42.5 (War Risks).
- 41.7 In the event of termination pursuant to GC Sub-Clause 41.6, the rights and obligations of the Employer and the Contractor shall be as specified in GC Sub-Clauses 46.2 and 46.3.
- 41.8 Notwithstanding GC Sub-Clause 41.5, Force Majeure shall not apply to any obligation of the Employer to make payments to the Contractor herein.

42. War Risks

- 42.1 "War Risks" shall mean any event specified in paragraphs (a) and (b) of GC Sub-Clause 41.1 and any explosion or impact of any mine, bomb, shell, grenade or other projectile, missile, munitions or explosive of war, occurring or existing in or near the country (or countries) where the Site is located
- 42.2 Notwithstanding anything contained in the Contract, the Contractor shall have no liability whatsoever for or with

respect to

-) destruction of or damage to Facilities, or any part thereof;
-) destruction of or damage to property of the Employer or any third Party; or
-) injury or loss of life

if such destruction, damage, injury or loss of life is caused by any War Risks, and the Employer shall indemnify and hold the Contractor harmless from and against any and all claims, liabilities, actions, lawsuits, damages, costs, charges or expenses arising in consequence of or in connection with the same.

42.3 If the IT Products and/or Services or any other property of the Contractor used or intended to be used for the purposes of the IT Products and/or Services shall sustain destruction or damage by reason of any War Risks, the Employer shall pay the Contractor for

- (a) any part of the IT Products and/or Services so destroyed or damaged to the extent not already paid for by the Employer and so far as may be required by the Employer, and as may be necessary for completion of the Facilities;
- (b) replacing or making good any Contractor's Equipment or other property of the Contractor so destroyed or damaged;
- (c) replacing or making good any such destruction or damage to the IT Products and/or Services or any part thereof.

If the Employer does not require the Contractor to replace or make good any such destruction or damage to the IT Products and/or Services, the Employer shall either request a change in accordance with GC Clause 43, excluding the performance of that part of the IT Products and/or Services thereby destroyed or damaged or, where the loss, destruction or damage affects a substantial part of the IT Products and/or Services, shall terminate the Contract, pursuant to GC Clause 46.

If the Employer requires the Contractor to replace or make good on any such destruction or damage to the IT Products and/or Services, the Time for Completion shall be extended in accordance with GC 44

42.4 Notwithstanding anything contained in the Contract, the Employer shall pay the Contractor for any increased costs or

incidentals to the execution of the Contract that are in any way attributable to, consequent on, resulting from, or in any way connected with any War Risks, provided that the Contractor shall as soon as practicable notify the Employer in writing of any such increased cost.

- 42.5 If during the performance of the Contract any War Risks shall occur that financially or otherwise materially affect the execution of the Contract by the Contractor, the Contractor shall use its reasonable efforts to execute the Contract with due and proper consideration given to the safety of its and its Sub-Contractors' personnel engaged in the work on the Facilities, provided, however, that if the execution of the work on the Facilities becomes impossible or is substantially prevented for a single period of more than sixty (60) days or an aggregate period of more than one hundred and twenty (120) days on account of any War Risks, the Parties will attempt to develop a mutually satisfactory solution, failing which either Party may terminate the Contract by giving a notice to the other.
- 42.6 In the event of termination pursuant to GC Sub-Clauses 42.3 or 42.5, the rights and obligations of the Employer and the Contractor shall be specified in GC Sub-Clauses 26.2 and 46.3 (Termination for Employer's Convenience).

H. CHANGE IN CONTRACT ELEMENTS

43. Change in the Facilities

43.1 Introducing a Change

- 43.1.1 Either Party may seek to vary any obligation of the Contract by making application to the other Party. No amendment or other variation of the Contract shall be effective unless it is in writing, is dated, expressly refers to the Contract, and is signed by a duly authorized representative of each party to the Contract
- 43.1.2 Subject to GC Sub-Clauses 43.2.5 and 43.2.7, the Employer shall have the right to propose, and subsequently require, that the Project Manager order the Contractor from time to time during the performance of the Contract to make any change, modification, addition or deletion to, in or from the SOR (interchangeably called —Change), provided that such Change falls within the general scope of the

SOR and does not constitute unrelated work and that it is technically practicable, taking into account both the state of advancement of the work against the Agreed and Finalized Project Plan and the technical compatibility of the Change envisaged with the nature of the SOR as originally specified in the Contract.

A Change may involve, but is not restricted to, the substitution of updated IT Products and/or Services and related Services in accordance with GC Clause 23 (Product Upgrades).

43.1.3 The Contractor may from time to time during its performance of the Contract propose to the Employer (with a copy to the Project Manager), any Change that the Contractor considers necessary or desirable to improve the quality or efficiency. The Employer may at its discretion approve or reject any Change proposed by the Contractor.

43.1.4 Notwithstanding GC Sub-Clauses 43.1.2, and 43.1.3, no change made necessary because of any default of the Contractor in the performance of its obligations under the Contract shall be deemed to be a Change, and such change shall not result in any adjustment of the Contract Price or the Time for Operational Acceptance.

43.1.5 The procedure on how to proceed with and execute Changes is specified in GC Sub-Clauses 43.2 and 43.3 (Changes Originating from Employer and Contractor) and further details and forms are provided in the Sample Forms Section in the Bidding Documents.

43.1.6 Moreover, the Employer and Contractor will agree, during development of the Agreed and Finalized Project Plan, to a date prior to the scheduled date for Operational Acceptance after which the SOR shall be —frozen. Any Change initiated after this time will be dealt with after Operational Acceptance.

43.2 Changes Originating from Employer

43.2.1 If the Employer proposes a Change pursuant to GC

Sub-Clause 43.1.2, it shall send to the Contractor a —Request for Change Proposal, requiring the Contractor to prepare and furnish to the Project Manager as soon as reasonably practicable a —Change Proposal, which shall include the following:

- (a) brief description of the Change;
- (b) impact on the Time for Operational Acceptance;
- (c) detailed estimated cost of the Change;
- (d) effect on Functional Guarantees (if any);
- (e) effect on any other provisions of the Contract

43.2.2 Prior to preparing and submitting the —Change Proposal, the Contractor shall submit to the Project Manager a —Change Estimate Proposal, which shall be an estimate of the cost of preparing and submitting the Change Proposal, plus a first approximation of the suggested approach and cost for implementing the changes. Upon receipt of the Contractor's Change Estimate Proposal, the Employer shall do one of the following:

- (a) accept the Contractor's estimate with instructions to the Contractor to proceed with the preparation of the Change Proposal;
- (b) advise the Contractor of any part of its Change Estimate Proposal that is unacceptable and request the Contractor to review its estimate;
- (c) advise the Contractor that the Employer does not intend to proceed with the Change

43.2.3 Upon receipt of the Employer's instruction to proceed under GC Sub-Clause 43.2.2(a), the Contractor shall, with proper expedition, proceed with the preparation of the Change Proposal, in accordance with GC Sub-Clause 43.2.1. The Contractor, at its discretion, may specify a validity period for the Change Proposal, after which if the Employer and Contractor have not reached agreement in accordance with GC Sub-Clause 43.2.6, then GC Sub-Clause 43.2.7 shall apply.

43.2.4 The pricing of any Change shall, as far as practicable,

be calculated in accordance with the rates and prices included in the Contract. If the nature of the Change is such that the Contract rates and prices are inequitable, the parties to the Contract shall agree on other specific rates to be used for valuing the Change.

- 43.2.5 If before or during the preparation of the Change Proposal it becomes apparent that the aggregate effect of compliance with the Request for Change Proposal and with all other Change Orders that have already become binding upon the Contractor under this GC Clause would be to increase or decrease the Contract Price as originally set forth in Article 2 (Contract Price) of the Contract by more than the percentage stated in the ITB Clause 42, the Contractor may give a written notice of objection to this Request for Change Proposal prior to furnishing the Change Proposal. If the Employer accepts the Contractor's objection, the Employer shall withdraw the proposed Change and shall notify the Contractor in writing of its acceptance.

The Contractor's failure to so object to a Request for Change Proposal shall neither affect its right to object to any subsequent requested Changes or Change Orders herein, nor affect its right to take into account, when making such subsequent objection, the percentage increase or decrease in the Contract Price that any Change not objected to by the Contractor represents.

- 43.2.6 Upon receipt of the Change Proposal, the Employer and the Contractor shall mutually agree upon all matters contained in the Change Proposal. Within fourteen (14) days after such agreement, the Employer shall, if it intends to proceed with the Change, issue the Contractor a Change Order. If the Employer is unable to reach a decision within fourteen (14) days, it shall notify the Contractor with details of when the Contractor can expect a decision.

If the Employer decides not to proceed with the Change for whatever reason, it shall, within the said period of fourteen (14) days, notify the Contractor accordingly. Under such circumstances, the Contractor shall be entitled to reimbursement of all

costs reasonably incurred by it in the preparation of the Change Proposal, provided that these do not exceed the amount given by the Contractor in its Change Estimate Proposal submitted in accordance with GC Sub- Clause 43.2.2.

43.2.7 If the Employer and the Contractor cannot reach agreement on the price for the Change, an equitable adjustment to the Time for Operational Acceptance, or any other matters identified in the Change Proposal, the change will not be implemented. However, this provision does not limit the rights of either party under GC Clause 52 (Disputes and Arbitration).

43.3 Changes Originating from Contractor

43.3.1 If the Contractor proposes a Change pursuant to GC Sub-Clause 43.1.3, the Contractor shall submit to the Project Manager a written —Application for Change Proposal, giving reasons for the proposed change and including the information specified in GC Sub-Clause 43.1.3. Upon receipt of the Application for Change Proposal, the Parties shall follow the procedures outlined in GC Clauses 43.2.6 and 43.2.7 except that the words —Change Proposal shall be read, for the purposes of this GC Sub-Clause 43.3 as —Application for Change Proposal. However, should the Employer choose not to proceed or the Employer and the Contractor cannot come to agreement on the change during any validity period that the Contractor may specify in its Application for Change Proposal, the Contractor shall not be entitled to recover the costs of preparing the Application for Change Proposal, unless subject to an agreement between the Employer and the Contractor to the contrary.

44. Extension of Time for Completion

- 44.1 The Time(s) for Completion specified in the PC pursuant to GC Sub- Clause 8.2 shall be extended if the Contractor is delayed or impeded in the performance of any of its obligations under the Contract by reason of any of the following:
- (a) any Change in the SOR as provided in GC Clause 43;
 - (b) any occurrence of Force Majeure as provided in GC Clause 41, unforeseen conditions as provided in GC Clause 39, or other occurrence of any of the matters specified or referred to in paragraphs (a), (b), and (c) of GC Sub-Clause 36.2;
 - (c) any suspension order given by the Employer under GC Clause 45 hereof or reduction in the rate of progress pursuant to GC Sub-Clause 45.2;or
 - (d) any changes in laws and regulations as provided in GC Clause 40; or
 - (e) any default or breach of the Contract by the Employer, or any activity, act or omission of the Employer, or the Project Manager, or any other contractors employed by the Employer; or
 - (f) any delay on the part of a sub-contractor, provided such delay is due to a cause for which the Contractor himself would have been entitled to an extension of time under this sub-clause; or
 - (g) delays attributable to the Employer or caused by customs; or
 - (h) any other matter specifically mentioned in the Contract by such period as shall be fair and reasonable in all the circumstances and as shall fairly reflect the delay or impediment sustained by the Contractor.
- 44.2 Except where otherwise specifically provided in the Contract, the Contractor shall submit to the Project Manager a notice of a claim for an extension of the Time for Completion, together with particulars of the event or circumstance justifying such extension as soon as reasonably practicable after the commencement of such event or circumstance. As soon as reasonably practicable after receipt of such notice and supporting particulars of the claim, the Employer and the Contractor shall agree upon the period of such extension. In

the event that the Contractor does not accept the Employer's estimate of a fair and reasonable time extension, the Contractor shall be entitled to refer the matter to an Arbitrator, pursuant to GC Sub-Clause 52.1.

- 44.3 The Contractor shall at all times use its reasonable efforts to minimize any delay in the performance of its obligations under the Contract.
- 44.4 In all cases where the Contractor has given a notice of a claim for an extension of time under GC 44.2, the Contractor shall consult with the Project Manager in order to determine the steps (if any) which can be taken to overcome or minimize the actual or anticipated delay. The Contractor shall there after comply with all reasonable instructions which the Project Manager shall give in order to minimize such delay. If compliance with such instructions shall cause the Contractor to incur extra costs and the Contractor is entitled to an extension of time under GC 44.1, the amount of such extra costs shall be added to the Contract Price.

45. Suspension

45.1 The Employer may request the Project Manager, by notice to the Contractor, to suspend performance of any or all of its obligations under the Contract. Such notice shall specify the obligation of which performance is to be suspended, the effective date of the suspension and the reasons therefore. The Contractor shall thereupon suspend performance of such obligation, except those obligations necessary for the care or preservation of the Facilities, until ordered in writing to resume such performance by the Project Manager.

If, by virtue of a suspension order given by the Project Manager, other than by reason of the Contractor's default or breach of the Contract, the Contractor's performance of any of its obligations is suspended for an aggregate period of more than ninety (90) days, then at any time thereafter and provided that at that time such performance is still suspended, the Contractor may give a notice to the Project Manager requiring that the Employer shall, within twenty-eight (28) days of receipt of the notice, order the resumption of such performance or request and subsequently order a change in accordance with GC Clause 43 (Change in the Facilities), excluding the performance of the suspended obligations from the Contract.

If the Employer fails to do so within such period, the Contractor may, by a further notice to the Project Manager, elect to treat the suspension, where it affects a part only of the Facilities, as a deletion of such part in accordance with GC Clause 43 or, where it affects the whole of the Facilities, as termination of the Contract under GC Clause

45.2 If

- (a) the Employer has failed to pay the Contractor any sum due under the Contract within the specified period, has failed to approve any invoice or supporting documents without just cause pursuant to the Appendix to the Contract titled Terms and Procedures of Payment, or commits a substantial breach of the Contract, the Contractor may give a notice to the Employer that requires payment of such sum, with interest thereon as stipulated in GC Sub-Clause 12.3, requires approval of such invoice or supporting documents, or specifies the breach and requires the Employer to remedy the same, as the case may be. If the Employer fails to pay such sum together with such interest, fails to approve such invoice

or supporting documents or give its reasons for withholding such approval, or fails to remedy the breach or take steps to remedy the breach within fourteen (14) days after receipt of the Contractor's notice or

- (b) the Contractor is unable to carry out any of its obligations under the Contract for any reason attributable to the Employer, including but not limited to the Employer's failure to provide possession of or access to the Site or other areas in accordance with GC Sub-Clause 10.2 (Employer's Responsibilities), or failure to obtain any governmental permit necessary for the execution and/or completion of the Facilities,

then the Contractor may by fourteen (14) days' notice to the Employer suspend performance of all or any of its obligations under the Contract, or reduce the rate of progress.

45.3 If the Contractor's performance of its obligations is suspended or the rate of progress is reduced pursuant to this GC Clause 45, then the Time for Completion shall be extended in accordance with GC Sub- Clause 44.1 (Extension of Time for Completion), and any and all additional costs or expenses incurred by the Contractor as a result of such suspension or reduction shall be paid by the Employer to the Contractor in addition to the Contract Price, except in the case of suspension order or reduction in the rate of progress by reason of the Contractor's default or breach of the Contract.

45.4 During the period of suspension, the Contractor shall not remove from the Site any IT Products and/or Services or part thereof, or any Contractor's Equipment, without the prior written consent of the Employer.

**46. Termination
for Employer's
Convenience**

46.1 The Employer may at any time terminate the Contract for any reason by giving the Contractor a notice of termination that refers to this GC Clause 46.

46.2 Upon receipt of the notice of termination under GC Sub-Clause 46.1, the Contractor shall either as soon as practical or upon the date specified in the notice of termination:

- (a) cease all further work, except for such work as the Employer may specify in the notice of termination for the sole purpose of protecting that part of the SOR already executed, or any work required to leave the Site in a clean and safe condition;

- (b) terminate all subcontracts, except those to be assigned to the Employer pursuant to GC Sub-Clause 46.2(d)(ii) below;
- (c) remove all Contractor's Equipment from the Site, repatriate the Contractor's and its Sub-Contractors' personnel from the Site, remove from the Site any wreckage, rubbish and debris of any kind; and
- (d) subject to the payment specified in GC Sub-Clause 46.3, shall:
 - (i) deliver to the Employer the parts of the SOR executed by the Contractor up to the date of termination;
 - (ii) to the extent legally possible, assign to the Employer all right, title and benefit of the Contractor to the IT Products and/or Services, as of the date of termination, and, as may be required by the Employer, in any subcontracts concluded between the Contractor and its Sub-Contractors; and
 - (iii) deliver to the Employer all non-proprietary drawings, specifications and other documents prepared by the Contractor or its Sub-Contractors as of the date of termination in connection with the IT Products and/or Services.

46.3 In the event of termination of the Contract under GC Sub-Clause 46.1, the Employer shall pay to the Contractor the following amounts:

- (a) the Contract Price, properly attributable to part or whole of the IT Products and/or Services executed by the Contractor as of the date of termination;
- (b) the costs reasonably incurred by the Contractor in the removal of the Contractor's Equipment from the Site and in the repatriation of the Contractor's and its Sub-Contractors' personnel;
- (c) any amounts to be paid by the Contractor to its Sub-Contractors in connection with the termination of any subcontracts, including any cancellation charges;
- (d) costs incurred by the Contractor in protecting the IT Products and/or Services and leaving the Site in a clean and safe condition pursuant to GC Sub-Clause 47.1 (Termination for Contractor's Default); and
- (e) the cost of satisfying all other obligations, commitments

and claims that the Contractor may in good faith have undertaken with third Parties in connection with the Contract and that are not covered by GC Sub-Clauses 46.3(a) through (d) above

**47. Termination
for
Contractor's
Default**

47.1

The Employer, without prejudice to any other rights or remedies it may possess, may terminate the Contract forthwith in the following circumstances by giving a notice of termination and its reasons therefore to the Contractor, referring to this GC Sub-Clause 47.1:

- (a) if the Contractor becomes bankrupt or insolvent, has a receiving order issued against it, compounds with its creditors, or, if the Contractor is a corporation, a resolution is passed or order is made for its winding up, (other than a voluntary liquidation for the purposes of amalgamation or reconstruction), a receiver is appointed over any part of its undertaking or assets, or if the Contractor takes or suffers any other analogous action in consequence of debt;
- (b) if the Contractor assigns or transfers the Contract or any right or interest therein in violation of the provision of GC Clause 49 (Assignment); or
- (c) if the Contractor, in the judgment of the Employer has engaged in corrupt, fraudulent, coercive or collusive practices in competing for or in executing the Contract, including but not limited to willful misrepresentation of facts concerning ownership of Intellectual Property Rights in, or proper authorization and/or licenses from the owner to offer the hardware, software, or materials provided under the Contract.

47.2

If the Contractor

- (a) has abandoned or repudiated the Contract;
- (b) has without valid reason failed to commence work on the IT Products and/or Services promptly;
- (c) persistently fails to execute the Contract in accordance with the Contract or persistently neglects to carry out its obligations under the Contract without just cause
- (d) refuses or is unable to provide sufficient Documentation, Services, or labor to execute and complete the IT Products and/or Services in the manner specified in the Agreed and Finalized Project Plan furnished under GC Clause 19 at rates of progress that give reasonable assurance to the

Employer that the Contractor can attain Operational Acceptance of the IT Products and/or Services by the Time for Operational Acceptance as extended;

then the Employer may, without prejudice to any other rights it may possess under the Contract, give a notice to the Contractor stating the nature of the default and requiring the Contractor to remedy the same. If the Contractor fails to remedy or to take steps to remedy the same within fourteen (14) days of its receipt of such notice, then the Employer may terminate the Contract forthwith by giving a notice of termination to the Contractor that refers to this GC Sub-Clause 47.2.

- 47.3 Upon receipt of the notice of termination under GC Sub-Clauses 47.1 or 47.2, the Contractor shall, either immediately or upon such date as is specified in the notice of termination,
- (a) cease all further work, except for such work as the Employer may specify in the notice of termination for the sole purpose of protecting that part of the IT Products and/or services already executed, or any work required to leave the Site in a clean and safe condition;
 - (b) terminate all subcontracts, except those to be assigned to the Employer pursuant to GC Sub-Clause 47.3(d) below;
 - (c) deliver to the Employer the parts of the IT Products and/or Services executed by the Contractor up to the date of termination;
 - (d) to the extent legally possible, assign to the Employer all rights, title and benefit of the Contractor to the IT Products and/or Services or Subsystems as of the date of termination, and, as may be required by the Employer, in any subcontracts concluded between the Contractor and its Sub-Contractors;
 - (e) deliver to the Employer all drawings, specifications, and other documents prepared by the Contractor or its Sub-Contractors as of the date of termination in connection with the Products and/or Services.

- 47.4 The Employer may enter upon the Site, expel the Contractor, and complete the Products and/or Services itself or by employing any third Party. Upon completion of the Products and/or Services or at such earlier date as the Employer thinks appropriate, the Employer shall give notice to the Contractor that such Contractor's Equipment will be returned to the

Contractor at or near the Site and shall return such Contractor's Equipment to the Contractor in accordance with such notice. The Contractor shall thereafter without delay and at its cost remove or arrange removal of the same from the Site.

47.5 Subject to GC Sub-Clause 47.6, the Contractor shall be entitled to be paid the Contract Price attributable to the portion of the IT Products and/or Services executed as of the date of termination, and the costs, if any, incurred in protecting the IT Products and/or Services and in leaving the Site in a clean and safe condition pursuant to GC Sub- Clause 47.3. Any sums due the Employer from the Contractor accruing prior to the date of termination shall be deducted from the amount to be paid to the Contractor under this Contract.

47.6 If the Employer completes the IT Products and/or Services, the cost of completing the IT Products and/or Services by the Employer shall be determined.

If the sum that the Contractor is entitled to be paid, pursuant to GC Sub-Clause 47.5, plus the reasonable costs incurred by the Employer in completing the IT Products and/or Services, exceeds the Contract Price, the Contractor shall be liable for such excess.

If such excess is greater than the sums due the Contractor under GC Sub-Clause 47.5, the Contractor shall pay the balance to the Employer, and if such excess is less than the sums due the Contractor under GC Sub-Clause 47.5, the Employer shall pay the balance to the Contractor. The Employer and the Contractor shall agree, in writing, on the computation described above and the manner in which any sums shall be paid.

48. Termination by Contractor 48.1

If

- (a) the Employer has failed to pay the Contractor any sum due under the Contract within the specified period, has failed to approve any invoice or supporting documents without just cause pursuant to the Appendix to the Contract titled Terms and Procedures of Payment, or commits a substantial breach of the Contract, the Contractor may give a notice to the Employer that requires payment of such sum, with interest thereon as stipulated in GC Sub-Clause 12.3, requires approval of such invoice or supporting documents, or specifies the breach and requires the Employer to remedy the same, as the case may be. If the Employer fails to pay such sum together with such interest, fails to approve such invoice or supporting documents or give its reasons for withholding such approval, fails to remedy the breach or take steps to remedy the breach within fourteen (14) days after receipt of the Contractor's notice, or
- (b) the Contractor is unable to carry out any of its obligations under the Contract for any reason attributable to the Employer, including but not limited to the Employer's failure to provide possession of or

access to the Site or other areas or failure to obtain any governmental permit necessary for the execution and/or completion of the IT Products and/or Services;

then the Contractor may give a notice to the Employer of such events, and if the Employer has failed to pay the outstanding sum, to approve the invoice or supporting documents, to give its reasons for withholding such approval, or to remedy the breach within twenty-eight (28) days of such notice, or if the Contractor is still unable to carry out any of its obligations under the Contract for any reason attributable to the Employer within twenty-eight (28) days of the said notice, the Contractor may by a further notice to the Employer referring to this GC Sub-Clause 48.1(b), forthwith terminate the Contract.

48.2 The Contractor may terminate the Contract forthwith by giving a notice to the Employer to that effect, referring to this GC Sub-Clause 48.2, if the Employer becomes bankrupt or insolvent, has a receiving order issued against it, compounds with its creditors, or, being a corporation, if a resolution is passed or order is made for its winding up (other than a voluntary liquidation for the purposes of amalgamation or reconstruction), a receiver is appointed over any part of its undertaking or assets, or if the Employer takes or suffers any other analogous action in consequence of debt.

48.3 If the Contract is terminated under GC Sub-Clauses 48.1(b) or 48.2, then the Contractor shall immediately:

- (a) cease all further work, except for such work as may be necessary for the purpose of protecting that part of the IT Products and/or Services already executed, or any work required to leave the Site in a clean and safe condition;
- (b) terminate all subcontracts, except those to be assigned to the Employer pursuant to GC Sub-Clause 48.3(d)(ii);
- (c) remove all Contractor's Equipment from the Site and repatriate the Contractor's and its Sub-Contractors' personnel from the Site; and
- (d) subject to the payment specified in GC Sub-Clause 48.4, shall:
 - (i) deliver to the Employer the parts of the IT Products and/or Services executed by the Contractor up to the date of termination;

- (ii) to the extent legally possible, assign to the Employer all rights, title and benefit of the Contractor to the IT Products and/or Services, or Subsystems as of the date of termination, and, as may be required by the Employer, in any subcontracts concluded between the Contractor and its Sub-Contractors, and
- (iii) to the extent legally possible, deliver to the Employer all drawings, specifications, and other documents prepared by the Contractor or its Sub-Contractors as of the date of termination in connection with the IT Products and/or Services.

48.4 If the Contract is terminated under GC Sub-Clauses 48.1 or 48.2, the Employer shall pay to the Contractor all payments specified in GC Sub-Clause 46.3, and reasonable compensation for all loss, except for loss of profit, or damage sustained by the Contractor arising out of, in connection with, or in consequence of such termination.

48.5 Termination by the Contractor pursuant to this GC Clause 48 is without prejudice to any other rights or remedies of the Contractor that may be exercised in lieu of or in addition to rights conferred by GC Clause 48.

48.6 In GC Clauses 46 to 48, the expression —portion of the IT Products and/or Services executed shall include all work executed, Services provided, and all IT Products and/or Services, acquired (or subject to a legally binding obligation to purchase) by the Contractor and used or intended to be used for the purpose of the Contractor and used or intended to be used for the purpose of the IT Products and/or Services, up to and including the date of termination.

48.7 In GC Clauses 46 to 48, in calculating any monies due from the Employer to the Contractor, account shall be taken of any sum previously paid by the Employer to the Contractor under the Contract, including any advance payment paid pursuant to the Appendix to the Contract titled Terms and Procedures of Payment.

- 49. Assignment** 49.1 Neither the Employer nor the Contractor shall, without the express prior written consent of the other Party, which consent shall not be unreasonably withheld, assign to any third Party the Contract or any part thereof, or any right, benefit, obligation or interest therein or there under, except that the Contractor shall be entitled to assign either absolutely or by way of charge any monies due and payable to it or that may become due and payable to it under the Contract.
- 50. Export Restrictions** 50.1 Notwithstanding any obligation under the Contract to complete all export formalities, any export restrictions attributable to the Employer, to the country of the Employer or to the use of the IT Products and/or Services to be supplied which arise from trade regulations from a country supplying those IT Products and/or Services, and which substantially impede the Contractor from meeting its obligations under the Contract, shall release the Contractor from the obligation to provide deliveries or services, always provided, however, that the Contractor can demonstrate to the satisfaction of the Employer and of GoSL that it has completed all formalities in a timely manner, including applying for permits, authorizations, and licenses necessary for the export of the IT Products and/or Services under the terms of the Contract. Termination of the Contract on this basis shall be for the Employer's convenience pursuant to GC Clause 46.

I. CLAIMS, DISPUTES AND ARBITRATION

- 51. Contractor's Claims** 51.1 If the Contractor considers himself to be entitled to any extension of the Time for Completion and/or any additional payment, under any clause of these General Conditions or otherwise in connection with the Contract, the Contractor shall submit a notice to the Project Manager, describing the event or circumstance giving rise to the claim. The notice shall be given as soon as practicable, and not later than twenty-eight (28) days after the Contractor became aware, or should have become aware, of the event or circumstance.

51.2 If the Contractor fails to give notice of a claim within such period of twenty-eight (28) days, the Time for Completion shall not be extended, the Contractor shall not be entitled to additional payment, and the Employer shall be discharged from all liability in connection with the claim. Otherwise, the following provisions of this Sub-Clause shall apply.

- (a) The Contractor shall also submit any other notices which are required by the Contract, and supporting particulars for the claim, all as relevant to such event or circumstance.
- (b) The Contractor shall keep such contemporary records as may be necessary to substantiate any claim, either on the Site or at another location acceptable to the Project Manager. Without admitting the Employer's liability, the Project Manager may, after receiving any notice under this Sub-Clause, monitor the record-keeping and/or instruct the Contractor to keep further contemporary records. The Contractor shall permit the Project Manager to inspect all these records, and shall (if instructed) submit copies to the Project Manager.
- (c) Within forty-two (42) days after the Contractor became aware (or should have become aware) of the event or circumstance giving rise to the claim, or within such other period as may be proposed by the Contractor and approved by the Project Manager, the Contractor shall send to the Project Manager a fully detailed claim which includes full supporting particulars of the basis of the claim and of the extension of time and/or additional payment claimed. If the event or circumstance giving rise to the claim has a continuing effect:
 - (i) this fully detailed claim shall be considered as interim;
 - (ii) the Contractor shall send further interim claims at monthly intervals, giving the accumulated delay and/or amount claimed, and such further particulars as the Project Manager may reasonably require; and
 - (iii) the Contractor shall send a final claim within twenty-eight (28) days after the end of the effects resulting from the event or circumstance, or within such other period as may be proposed by the Contractor and approved by the Project Manager.
- (d) Within forty-two (42) days after receiving a claim or any

further particulars supporting a previous claim, or within such other period as may be proposed by the Project Manager and approved by the Contractor, the Project Manager shall respond with approval, or with disapproval and detailed comments. The Project Manager may also request any necessary further particulars, but shall nevertheless give his/her response on the principles of the claim within such time.

- (e) Each payment certificate shall include such amounts for any claim as have been reasonably substantiated as due under the relevant provision of the Contract. Unless and until the particulars supplied are sufficient to substantiate the whole of the claim, the Contractor shall only be entitled to payment for such part of the claim as he has been able to substantiate.
- (f) The Project Manager shall agree with the Contractor or estimate:
 - (i) the extension (if any) of the Time for Completion (before or after its expiry) in accordance with GC Clause 44 (Extension of time for Completion), and/or
 - (ii) the additional payment (if any) to which the Contractor is entitled under the Contract.
- (g) The requirements of this Sub-Clause are in addition to those of any other Sub-Clause which may apply to a claim. If the Contractor fails to comply with this or another Sub-Clause in relation to any claim, any extension of time and/or additional payment shall take account of the extent (if any) to which the failure has prevented or prejudiced proper investigation of the claim, unless the claim is excluded under the second paragraph of this Sub-Clause.
- (h) In the event that the Contractor and the Employer cannot agree on any matter relating to a claim, either Party may refer the matter to the Disputes and Arbitration procedures pursuant to GC Clause 52 hereof.

52. Disputes and Arbitration

52.1 Adjudication

- (a) The parties, within fourteen (14) days of the Effective Date, will agree and appoint an Adjudicator.

If any dispute of any kind whatsoever shall arise between the Employer and the Contractor in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the operation of the IT Products and/or Services (whether during the progress of implementation or after its achieving Operational Acceptance and whether before or after the termination, abandonment, or breach of the Contract), the Parties shall seek to resolve any such dispute or difference by mutual consultation. If the Parties fail to resolve such a dispute or difference by mutual consultation, within fourteen (14) days after one Party has notified the other in writing of the dispute or difference, then, if the Contract in Appendix includes, and names an Adjudicator, the dispute shall be referred in writing by either Party to the Adjudicator, with a copy to the other Party. If there is no Adjudicator specified in the Contract, the mutual consultation period stated above shall last twenty-eight (28) days (instead of 14), upon expiry of which either Party may move to the notification of arbitration pursuant to GC Sub- Clause 52.2(a).

- (b) The Adjudicator shall give his or her decision in writing to both Parties within twenty-eight (28) days of a dispute being referred to the Adjudicator. If the Adjudicator has done so, and no notice of intention to commence arbitration has been given by either the Employer or the Contractor within fifty-six (56) days of such reference, the decision shall become final and binding upon the Employer and the Contractor. Any decision that has become final and binding shall be implemented by the Parties forthwith.
- (c) The Adjudicator shall be paid an hourly fee at the rate specified in Appendix 2 (Adjudicator) to the Contract, plus reasonable expenditures incurred in the execution of duties as Adjudicator, and these costs shall be divided equally between the Employer and the Contractor.
- (d) Should the Adjudicator resign or die, or should the

Employer and the Contractor agree that the Adjudicator is not fulfilling his or her function in accordance with the provision of the Contract, a new Adjudicator shall be jointly appointed by the Employer and the Contractor. Failing agreement between the Parties within twenty-eight (28) days, the new Adjudicator shall be appointed at the request of either Party by the Appointing Authority specified in the Appendix to the Contract titled Adjudicator, or, if no Appointing Authority is specified in the Contract, shall, from this point onward and until the Parties may otherwise agree on an Adjudicator or an Appointing Authority, be implemented as if there is no Adjudicator.

52.2 Arbitration

- (a) If either the Employer or the Contractor is dissatisfied with the Adjudicator's decision, or if the Adjudicator fails to give a decision within twenty-eight (28) days of a dispute being referred to him or her, then the Employer or the Contractor may, within fifty-six (56) days of such reference, give notice to the other Party, with a copy for information to the Adjudicator, of its intention to commence arbitration, as provided below, as to the matter in dispute, and no arbitration in respect of this matter may be commenced unless such notice is given.
- (b) Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with GC Sub-Clause 52.2(a), shall be finally settled by arbitration. Arbitration may be commenced prior to or after delivery of the IT Products and/or Services.
- (c) Arbitration proceedings shall be conducted in accordance with the rules of procedures specified in the PC

52.3 Notwithstanding any reference to the Adjudicator or arbitration in this clause,

- (a) the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree;
- (b) the Employer shall pay the Contractor any money due to the Contractor.

SECTION VIII: Particular Conditions

For Reference Only

Section VIII: Particular Conditions

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PARTICULAR CONDITIONS

The following Particular Conditions (PC) shall supplement or amend the General Conditions (GC). Whenever there is a conflict, the provisions in PC shall prevail over those in GC. For the purposes of clarity, any referenced GC Clause numbers are indicated in the left column of PC.

1. Definitions	
Effective Date:	Date of both parties sign the Contract Agreement and also specified in Article 3.1
Contract Period is	Lift and Shift of current LGC workloads to a Tier 3 certified data center or must be having an equivalent to that of tier 3 certified by a recognized data center certification entity with multi-vendor integration Project. Period of this project is; One(0 1) Years from the date of issuance of Final Operational Acceptance Certificate.
The Employer is:	Secretary, The Ministry of Digital Economy(MODE), Level 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02
The Employer's Country is	Sri Lanka
The Post-Warranty Services Period is	Not Applicable
The Project Manager is:	Mr.Ajith Weerakoon Ministry of Digital Economy (PMU) 11, Unit No: 1101, One Galle Face Tower, No 1 A, Centre Road, Galle Face, Colombo 02 Telephone : +94 11 2369099 Fax: + 94 11 2369091 E-mail : ajithw@icta.lk
The Project Sites are	Project sites are specified in the Section III Schedule of Requirements

5. Law and Language	
5.1	The Contract shall be interpreted in accordance with the laws of the Democratic Socialist Republic of Sri Lanka
5.2	The ruling language is English
5.3	The language for communications is English
8. Time for Commencement	
8.1	Date of Commencement is the Effective Date
9.7	Maximum 2 parties are allowed for the JV. The composition or the constitution of the joint venture or consortium shall not be altered without the prior consent of the Employer.
10.6	None
10.9	None
11. Contract Price	
11.2	None
13. Securities	
13.2 (a)	Not applicable
13.2 (b)	Not applicable
13.3(a)	The Performance Security shall be denominated in the currency quoted by the contractors in its price schedule or in Sri Lanka Rupees for an amount equal to Ten percent (10%) of the Contract Price excluding any Recurrent Costs. Performance Security shall be submitted within fourteen (14) days of the notification of contract award.
13.3(d)	The Performance Security will not be reduced until satisfactory completion of the contract and warranty period.
15. Intellectual Property and Copyright	
15.2	The following clause is added under this clause Technical documents and manuals can be duplicated by the Employer for non-commercial and internal use.

15. 3	<p>The Employer may assign, license or otherwise voluntarily transfer its contractual rights to use the Standard Software or elements of the Standard Software, without the contractor's prior written consent under the following circumstances;</p> <p>For use by any end user organization and/or designated government organization in Sri Lanka and/or change the project ownership.</p>
15. 4	<p>The Following policy for Intellectual Property Rights ownership would determine Employer's and Contractor's rights and obligations (i.e. except standard software).</p> <ol style="list-style-type: none"> a. The Employer shall have the sole Intellectual Property Rights ownership to the Custom Software or elements thereof, including customizations specific to this contract. b. The Contractor shall, not later than expiry of the Warranty Period, deliver to the Employer an inventory of the said Custom Software together with all related documentation, including but not limited to Source Code, data dictionaries, all relevant diagrams (i.e. ER diagram, class diagram, sequence diagram deployment diagram etc), with all the rights to use the Source Code by the Employer at the end of the warranty period. c. The Employer shall have the right to replicate the Custom Software in all offices of government of Sri Lanka falling within the scope of this contract during the contract period and thereafter. Employer shall also have rights to further develop this category of Software, at the end of warranty period. d. The Contractor shall provide new versions and new releases of the Custom Software or elements thereof at the Employer's discretion, free of charge, during the warranty period. In the event the Employer exercises the option to obtain the said new versions or new releases, the Contractor's obligation in respect of the Warranty for the said versions or releases shall be limited to the remaining period of the warranty applicable to Custom Software.
15. 5	None
16. Software Services and License agreements	
16. 1	<p>Software Licenses: All software should be royalty free and licensed to the Employer, Democratic Socialist Republic of Sri Lanka on a perpetual basis and should be valid for use at any location specified by the government.</p> <p>Complete set of source code/scripts developed for this project (custom software) should be provided to the Employer. Any updates, modifications</p>

SECTION VIII: Particular Conditions

	carried to the source code as a result of servicing/maintenance should be provided to the Employer.
16.1(b)(ii)	The Software license shall permit the Software to be used or copied for use or transferred to a replacement computer(s) or users.
16.1(b)(vi)	The Software license shall permit the Software to be disclosed to and reproduced for use (including a valid sublicense) subject to the same restrictions set forth in this Contract.
16.2	The Contractor's right to audit the Standard Software will be subject to the following terms; Employer will make available to the contractor within 14 days of a written request accurate and up to date record of the number of locations of copies, the number of authorized users or any other relevant data required demonstrating use of Standard Software as per the License agreement.
23. Product Upgrades	
23.4	The Contractor shall provide the Employer with all new versions, releases, and updates and upgrades to all Standard Software during the Warranty Period, at no additional cost, as specified in the GC
23.3 & 23.5	All the product updates/releases and patches shall be implemented by the contractor within the reasonable timeframe. Any critical updates/patches/releases (e.g. anti-virus updates/patches etc) shall be implemented with immediate effect after necessary testing and validation of such updates/patches/releases in the test environment and contractor shall ensure that there is no impact on the performance, security, availability, operations of the systems.
26. Completion	
26.2	The Operational Acceptance Testing shall be carried out by employer as per the timelines indicated in the implementation schedule in Section VI (Schedule of Requirements) or as per the timelines agreed during the project planning stage. In case of any unforeseen delays identified by the employer in completion of the acceptance testing or issuing installation certificate, employer shall notify the contractor within reasonable time period with the specific reasons for delays and accordingly a revised timeline shall be agreed for completion of acceptance testing or issuing the installation certificate.
26.3	The timelines for conducting the acceptance testing and issuing the installation certificate shall be read in conjunction with PC 26.2 above.

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	Employer may decide to put the systems into operations/usage even in case of any major or minor issues identified during acceptance testing are pending for resolution by the contractor and usage of systems by the employer doesn't absolve the contractor from its responsibility to address the pending issues identified during the acceptance testing. The certificate of installation or acceptance of systems shall be performed only after resolution of all the issued identified during the operational acceptance testing.
28. Completion Time Guarantee	
28.2	Liquidated damages shall be assessed at one 1% per week of the total contract price. The maximum liquidated damages are Ten percent (10%) of the Contract Price,
28.3	Liquidated Damages: If the Contractor fails to deliver any or all of the milestones and related Services within the period specified in the above Appendix 7 of the contract, the Employer may without prejudice to all its other remedies under the Contract, deduct from the total Contract Price, as liquidated damages to each and every milestones, a sum equivalent to the amount indicated in the Particular Conditions 28.2
29. Defect Liability	
29.1	For Software, exceptions or limitations to the Contractor's warranty obligations shall be as follows; None
29.2(c)	The Contractor warrants that the following items have been released to the market for the following specific minimum time periods: No specific minimum time requirements are established for this Contract other than that the Information Technologies must have been previously released to the market
29.3	The Support and Maintenance Period shall begin from the date of the Final Operational Acceptance (OAT) Certificate is issued. Note: All charges with regard to the supply of spare parts, labour, travel, per diem and accommodation to Contractor's staff etc; shall be borne by the Contractor during the period of warranty. Employer shall not pay any additional expenditure for services rendered during the above period, within the Scope of the contract.
29.10	During the Support and Maintenance Period, the Contractor must commence the work necessary to remedy defects or damage within the times specified in the "Service Level Agreement (SLA)" Annex D: Section VI Schedule of Requirements.

38. Insurance	
38.1.1	Insurance cover referred to herein, should also cover “All Risks” basis including War Risks and Strikes
38.1.2	Installation “All risks” Insurance referred to herein, should also cover “War Risks” and “Terrorists Cover”. The Contractor shall obtain Liability Insurance covering the entire duration of the contract.
38.1.3	Third Party liability insurance, with a minimum coverage of Rs.2,000,000 per event with unlimited number of events
38.1.4	Third Party motor vehicle liability insurance in respect of motor vehicles operated in Sri Lanka by the Contractor or its Personnel or any Sub-Contractors or their Personnel; this refers only to Motor Vehicles operated by the Contractor for the purpose of the contract.
38.1.5	<p>(a) Workers’ compensation insurance in respect of the Personnel of the Contractor, Sub Contractors and third parties shall be in accordance with the relevant provisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and the period is from the date of signing the contract until successful completion of the warranty period of the “System”.</p> <p>(b) insurance against loss of or damage to</p> <ol style="list-style-type: none"> i. software, hardware and network equipment purchased in whole or in part with funds provided under this Contract, ii. the Contractor’s property used in the performance of the Services, and iii. any documents prepared by the Contractor in the performance of the Services. <p>Note;</p> <p>Should any loss or damage occur to the System or any part of the System any time prior to System Handover, the Contractor shall:</p> <ol style="list-style-type: none"> (i) Initiate and pursue claim till settlement; and (ii) Promptly make arrangements for repair and/or replacement of any damaged item/s irrespective of settlement of claim by the underwriters
52 Dispute Resolution	The clause 52 of the General Condition was re-named as “Dispute Resolution” and this clause 52 is applicable to all the clauses in the Bid documents and the Contract agreement which has been referred clause 52 as “ the Dispute and Arbitration” and to any kind of dispute whatsoever shall arise between the Employer and the Contractor in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the

SECTION VIII: Particular Conditions

	<p>operation of the IT Products and/or Services (whether during the progress of implementation or after its achieving Operational Acceptance and whether before or after the termination, abandonment, or breach of the Contract), and the Parties shall seek to resolve such disputes under the clause 52.1 and 52.2 of particular conditions.</p>
52.1	<p>Clause 52.1 of the general conditions shall be deleted and replaced with following.</p> <p>If any kind of dispute whatsoever shall arise between the Employer and the Contractor in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the operation of the IT Products and/or Services (whether during the progress of implementation or after its achieving Operational Acceptance and whether before or after the termination, abandonment, or breach of the Contract), the Parties shall seek to resolve any such dispute or difference by mutual consultation in following manner;</p> <p>Any party may declare a ‘Dispute’ by notifying the other party of such matter setting forth the specifics of the matter in controversy or the claim being made. Within 28 days of receipt of such notice, a senior representative of each party not involved with the day-to-day operation shall confer and attempt to resolve the Dispute.</p> <p>If the Parties fail to resolve the dispute or difference by mutual consultation, within Twenty Eight (28) days after one Party has notified the other in writing of the dispute, it shall be settled in the manner describe in clause 52.2 of particular condition.</p>
52.2	<p>Clause 52.2 of the general conditions shall be deleted and replaced with following.</p> <p>Any dispute of whatever nature arising from, out of, or in connection with this agreement, including its interpretation, the rights, duties, obligations, or liabilities of any Party, and the operation, breach, termination, abandonment, foreclosure, or invalidity thereof, which cannot be resolved amicably within 28 days, as mentioned in clause 52.1 in the particular condition, may be referred by either party for Commercial Mediation to resolve the matter through mediation.</p> <p>Either party may refer the dispute within 56 days of receiving a dispute notice from the other party, as referred to in particular condition 52(1), in writing to the Ceylon Chamber of Commerce to mediate the dispute by an expert mediator/s appointed in accordance with the Commercial Mediation Centre</p>

SECTION VIII: Particular Conditions

	<p>of Sri Lanka Act No. 44 of 2000. When referring the matter to the Ceylon Chamber of Commerce, written notice shall be provided to the other party.</p> <p>In the event that the parties are unable to resolve the dispute through mediation or if a certificate of non-settlement is issued in accordance with Section 3F of the said Act, either party may then refer the dispute to a court of competent jurisdiction.</p>
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For Reference Only

SECTION IX: Contract Forms

For Reference Only

1. Contract Agreement

THIS CONTRACT AGREEMENT is made the *[nth]* day of *[month & Year]*. BETWEEN

- (1) *[Name of Employer]*, a corporation incorporated under the laws of *[country of Employer]* and having its principal place of business at *[address of Employer]* (hereinafter called “the Employer”), and
- (2) *[Name of Contractor]*, a corporation incorporated under the laws of *[country of Contractor]* and having its principal place of business at *[address of Contractor]* (hereinafter called “the Contractor”).

WHEREAS the *Employer* desires to engage the Contractor to supply, install, achieve Operational Acceptance of, and support the following Information Technology Products and /or Services *[brief description of the Information Technology Software, Products and/or Services]* (“the IT Software, Products and/or Services”), and the Contractor has agreed to such engagement upon and subject to the terms and conditions appearing below in this Contract Agreement.

NOW IT IS HEREBY AGREED

as follows:

Article 1

1. Definitions

1.1 Contract Documents (Reference GCC Clause 2)

Contract Documents

The following documents shall constitute the Contract between the Employer and the Contractor, and each shall be read and construed as an integral part of the Contract:

- a) This Contract Agreement and the Appendices attached to the Contract Agreement
- b) Schedule of Requirements (including Implementation Schedule)
- c) Particular Conditions of Contract
- d) General Conditions of Contract
- e) The Contractor’s bid and original Price Schedules
- f) Addenda/clarifications issued by the employer

[Add here: any other documents. Check consistency with GC 2.2 and amend as appropriate]

1.2 Order of Precedence (Reference GCC Clause 2)

In the event of any ambiguity or conflict between the Contract Documents listed above, the order of precedence shall be the order in which the Contract Documents are listed in Article 1.1 (Contract Documents) above, provided that Appendix 14 shall prevail over all provisions of the Contract Agreement and the other Appendices attached to the Contract Agreement and all

the other Contract Documents listed in Article 1.1 above.

1.3 Definitions (Reference GCC Clause 1)

Capitalized words and phrases used in this Contract Agreement shall have the same meanings as are ascribed to them in the General Conditions of Contract.

Article 2

Contract Price and Terms of Payment

2.1 Contract Price (GCC Clause 11)

The Employer hereby agrees to pay to the Contractor the Contract Price in consideration of the performance by the Contractor of its obligations under the Contract. The Contract Price shall be the aggregate of: [*: amount of local currency in words*], [*: amount in figures*], as specified in the Grand Summary Price Schedule.

The Contract Price shall be understood to reflect the terms and conditions used in the specification of prices in the detailed price schedules, including the terms and conditions of the associated Incoterms, and the taxes, duties and related levies if and as identified.

2.2 Terms of Payment (GCC Clause 12)

The terms and procedures of payment according to which the Employer will reimburse the Contractor are given in the Appendix (Terms and Procedures of Payment) hereto.

2.3 In the event that the amount payable under 2.2 is adjusted in accordance with GC 11.2 or with any of the other terms of the Contract, the Employer shall arrange for the documentary credit to be amended accordingly.

Article 3.

Effective Date for Determining Time for Operational Acceptance

3.1 Effective Date (GCC Clause 1.1)

The time allowed for supply, installation, and achieving Operational Acceptance of the IT Software, Products and/or Services shall be determined from the date when all of the following conditions have been fulfilled:

- (a) This Contract Agreement has been duly executed for and on behalf of the Employer and the Contractor;
- (b) The Contractor has submitted to the Employer the advance payment security and performance security, in accordance with GCC Clause 13.2 and GCC Clause 13.3;
- (c) The Employer has paid the Contractor the advance payment, in accordance with GCC Clause 13.2;

Each party shall use its best efforts to fulfill the above conditions for which it is responsible as soon as practicable.

3.2 If the conditions listed under 3.1 above are not fulfilled within two (2) months from the date of this Contract Agreement

because of reasons not attributable to the Contractor, the parties shall discuss and agree on an equitable adjustment to the Contract Price and the Time for Achieving Operational Acceptance and/or other relevant conditions of the Contract.

- Article 4.** 4.1 The address of the Employer for notice purposes, pursuant to GC 4.1 is: *[Insert address]*.
- Communication** 4.2 The address of the Contractor for notice purposes, pursuant to GC 4.1 is: *[Insert address]*
- Article 5.** 5.1 The applicable Appendixes listed below shall be deemed to form an integral part of this Contract Agreement.
- 5.2 Reference in the Contract to any Appendix shall mean the applicable Appendixes listed below and attached to this Contract Agreement, and the Contract shall be read and construed accordingly.

APPENDIXES *[Employer to list all Appendices and add the statement (not applicable) if that particular Appendix does not apply to this contract]*

Appendix 1. Contractor’s Representative [refer GC 18.2(b)]

Appendix 2. Adjudicator [refer GC 52(b)]

Appendix 3. List of Approved Sub-Contractors [refer GC 20.1]

Appendix 4. Categories of Software [refer GC Definition & Section IV Form]

Appendix 5. Custom Materials [refer GC Definition & Section IV Form]

Appendix 6. Revised Price Schedules (if any)

Appendix 7. Terms and Procedures for Payment [refer GC 12.1]

Appendix 8. Agreed and Finalized Project Plan [refer GC 19.1]

Appendix 9. List of Documents for Approval and Review [refer GC 21.3(a)]

Appendix 10. Functional Guarantees [refer GC 30.1]

Appendix 11. Insurance Requirements [refer GC 38.1]

Appendix 12. Price Adjustment [refer ITB GC 11.2]

Appendix 13. Software License Agreement [refer GC 16.3]

Appendix 14. Schedule of Requirements [refer GC 19.1]

Appendix 15. Minutes of Contract Finalization Discussions and Agreed-to Contract Amendments

IN WITNESS WHEREOF the Employer and the Contractor have caused this Agreement to be duly executed by their duly authorized representatives the day and year first above written.

For and on behalf of the Employer

For and on behalf of the Contractor

Signed:

Signed:

in the capacity of *[: title or other appropriate designation]*

in the capacity of *[: title or other appropriate designation]*

in the presence of

in the presence of

CONTRACT AGREEMENT dated the *[: number]* day of *[: month]*, *[: year]*

BETWEEN *[: name of Employer]*, —the Employer

And

[: name of Contractor], —the Contractor

For Reference Only

Appendix 1. Contractor’s Representative

In accordance with GCC Clause 1.1 (b) (iv), the Contractor’s Representative is:

Name: *[: name and provide title and address further below or state “to be nominated within fourteen (14) days of the Effective Date”]*

Title: *[if appropriate, : title]*

In accordance with GCC Clause 4.3, the Contractor's addresses for notices under the Contract are: Address of the Contractor's Representative: *[as appropriate, : personal delivery, postal, cable, telegraph, telex, facsimile, electronic mail, and/or EDI addresses.]*

Fallback address of the Contractor: *[as appropriate, : personal delivery, postal, cable, telegraph, telex, facsimile, electronic mail, and/or EDI addresses.]*

Appendix 2. Adjudicator

Not Applicable

For Reference Only

For Reference Only

Appendix 6. Revised Price Schedules

The attached Revised Price Schedules (if any) shall form part of this Contract Agreement and, where differences exist, shall supersede the Price Schedules contained in the Contractor's Bid. These Revised Price Schedules reflect any corrections or adjustments to the Contractor's bid price, pursuant to the ITB Clauses 22.3, 34.4, and 42.1.

For Reference Only

Appendix 7. Terms and Procedures for Payment

Payments will be based on the usage of resources as IaaS. The following project milestones must be completed according to the time lines. If the milestones are not achieved, a penalty will be charged in accordance with the SLA

No	Task	Deadline
1	Submission of Inception Report and Project Plan	Effective Date (ED) + 7 days
2	Completion of Current System Assessment and Gap Analysis	ED + 10 days
3	Delivery of Detailed Cloud Architecture and Migration Strategy	ED + 20 days
4	Migration of Priority Applications and Services (Pilot)	ED + 30 days
5	Full Migration of Existing LGC to New Cloud Infrastructure	ED+ 60 days
6	Operational Acceptance Testing (OAT) Completion	ED + 90 days
7	Final Project Report and Knowledge Transfer	ED + 100 days

No	Task	Deadline	Payment Milestones
1	Providing the service (IAAS)	Complete the above project milestones	Paid monthly Bill, subject to SLA and Usage x 12 Months

The monthly bill should be provided in the following format, based on the usage of each tenants/VM

Resource Type	Description / Usage	Quantity	UOM	Unit Cost (LKR)	Monthly Cost (LKR)
Virtual Machines (vCPU)	Compute for application servers, DB, etc.				
RAM	Memory for VMs				
Storage - SSD	High-speed block storage				
Storage - Backup	Monthly snapshots, backups				
Bandwidth	Data transfer (Outbound)				
Public IPs	Static IPs assigned				
Load Balancer	Public LB for web tier				
VPN Gateway	Secure remote access to environment				
Monitoring & Logging	Cloud-native monitoring				
Support Services	24x7 SLA-backed cloud support				

Note: expected objectives of the assignment must be delivered without limiting to the deliverable outcomes indicated in the Schedule of requirements.

Appendix 8. Agreed and Finalized Project Plan

[Agreed and Finalized Plan to be inserted]

Appendix 9. List of Documents for Approval and Review

Pursuant to GC Sub-Clause 21.3, the Contractor shall prepare, or cause its Sub-Contractor to prepare, and present to the Project Manager the following documents for:

Stipulated in Clause 6 Review Committees and Review Procedures Section VI:
Schedule of Requirements

For Reference Only

Appendix 10. Functional Guarantees

Stipulated in section 3 Schedule of Requirements

For Reference Only

Appendix 11. Insurance Requirements

Insurances to be taken out by the Contractor

In accordance with the provisions of GC Clause 38.1, the Contractor shall at its expense take out and maintain in effect, or cause to be taken out and maintained in effect, during the performance of the Contract, the insurances set forth below in the sums and with the deductibles and other conditions specified. The identity of the insurers and the form of the policies shall be subject to the approval of the Employer, such approval not to be unreasonably withheld.

(a) Cargo Insurance

Covering loss or damage occurring, while in transit from the Contractor's or manufacturer's works or stores until arrival at the Site, to the Facilities (including spare parts there for) and to the construction equipment to be provided by the Contractor or its Sub-Contractors.

<u>Amount</u> <u>insured</u>	<u>Deductible limits</u> <u>From</u>	<u>Parties</u> <u>To</u>		
<i>a. [in currency(ies)]</i>		<i>[names]</i>	<i>[place]</i>	<i>[place]</i>

(b) Installation All Risks Insurance

Covering physical loss or damage to the Facilities at the Site, occurring prior to completion of the Facilities, with extended maintenance coverage for the Contractor's liability in respect of any loss or damage occurring during the defect liability period while the Contractor is on the Site for the purpose of performing its obligations during the defect liability period.

<u>Amount</u> <u>insured</u>	<u>Deductible limits</u> <u>From</u>	<u>Parties</u> <u>To</u>		
<i>a. [in currency(ies)]</i>		<i>[names]</i>	<i>[place]</i>	<i>[place]</i>

(c) Third Party Liability Insurance

Covering bodily injury or death suffered by third parties (including the Employer’s personnel) and loss of or damage to property (including the Employer’s property and any parts of the Facilities that have been accepted by the Employer) occurring in connection with the supply and installation of the Facilities.

<u>Amount</u> <u>insured</u>	<u>Deductible limits</u> <u>From</u>	<u>Parties</u> <u>To</u>	<u>Place</u>	<u>Place</u>
<i>a. [in currency(ies)]</i>		<i>[names]</i>	<i>[place]</i>	<i>[place]</i>

(d) Automobile Liability Insurance

Covering use of all vehicles used by the Contractor or its Sub-Contractors (whether or not owned by them) in connection with the supply and installation of the Facilities. Comprehensive insurance in accordance with statutory requirements.

(e) Workers’ Compensation

In accordance with the statutory requirements applicable in any country where the Facilities or any part thereof is executed.

(f) Employer’s Liability

In accordance with the statutory requirements applicable in any country where the Facilities or any part thereof is executed.

(g) Other Insurances

The Contractor is also required to take out and maintain at its own cost the following insurances:

Details:

<u>Amount</u>	<u>Deductible limits</u>	<u>Parties insured</u>	<u>From</u>	<u>To</u>
<i>a. [in currency(ies)]</i>		<i>[names]</i>	<i>[place]</i>	<i>[place]</i>

The Employer shall be named as co-insured under all insurance policies taken out by the Contractor pursuant to GC Sub-Clause 38.1, except for the Third Party Liability, Workers' Compensation and Employer's Liability Insurances, and the Contractor's Sub-Contractors shall be named as co-insured's under all insurance policies taken out by the Contractor pursuant to GC Sub-Clause 38.1, except for the Cargo, Workers' Compensation and Employer's Liability Insurances. All insurers' rights of subrogation against such co-insureds for losses or claims arising out of the performance of the Contract shall be waived under such policies

Appendix 12. Price Adjustment

Not Applicable

Appendix 13. Software License Agreement

[Agreed license to be inserted or attached]

For Reference Only

Appendix 14. Schedule of Requirements

[SOR to be attached or inserted]

For Reference Only

Appendix 15. Minutes of Contract Finalization Discussions and Agreed Contract Amendments

The attached Contract amendments (if any) shall form part of this Contract Agreement and, where differences exist, shall supersede the relevant clauses in the GC, PC, Schedule of Requirements, or other parts of this Contract as defined in GCC Clause 1.1.

For Reference Only

2 Performance and Advance Payment Security Forms

For Reference Only

2.1 Letter of Acceptance

Employer: *[insert the name of the Employer]*

Contract title: *[insert the name of the contract]*

IFB No: *[insert IFB reference number]*

Date: *[insert Date]*

To: *[insert Name of Bidder]*

This is to notify you that your Bid dated *[insert Date]* for execution of the *[insert brief description of the Information System]* for the Contract Price in the aggregate of *[insert amount in figures]* (*[insert amount in words]*), as corrected and modified in accordance with the Instructions to Bidders is hereby accepted by our Agency.

You are requested to furnish the Performance Security within 14 days in accordance with the Conditions of Contract, using the Performance Security Form, included in Section IX, - Contract Forms, of the Bidding Document.

Authorized Signature: _____

Name and Title of Signatory: *[insert Name and Title]*

Name of Agency: *[insert Employer Name]*

Attachment: Contract Agreement

2.2 Performance Security Form (Bank Guarantee)

[Bank's Name, and Address of Issuing Branch or Office]

Beneficiary: *[Name and Address of Employer]*

Date: *[date]*

PERFORMANCE GUARANTEE No.: *[Performance Guarantee Number]*

We have been informed that on *[date of award]* you awarded Contract No. *[Contract number]* for *[title and/or brief description of the Contract]* (hereinafter called "the Contract") to *[complete name of Contractor]* (hereinafter called "the Contractor").

Furthermore, we understand that, according to the conditions of the Contract, a performance guarantee is required.

At the request of the Contractor, we hereby irrevocably undertake to pay you any sum(s) not exceeding *[amount(s)2 in figures and words]* upon receipt by us of your first demand in writing declaring the Contractor to be in default under the Contract, without cavil or argument, or your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

On the date of your issuing, to the Contractor, the Operational Acceptance Certificate for the IT Software, Products and/or Services, the value of this guarantee will be reduced to any sum(s) not exceeding *[amount(s)2 in figures and words]*. This remaining guarantee shall expire no later than *[number and select: of months/of years (of the Warranty Period that needs to be covered by the remaining guarantee)]* from the date of the

Operational Acceptance Certificate for the IT Software, Products and/or Services,³ and any demand for payment under it must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 758, except

that subparagraph (ii) of Sub-article 20 (a) is hereby excluded.

[Signature(s)]

² *The Bank shall insert the amount(s) specified and denominated in the PC for GC Clauses 13.3(a) and 13.3(d) respectively, either in the currency (ies) of the Contract or a freely convertible currency acceptable to the Employer.*

³ *In this sample form, the formulation of this paragraph reflects the usual PC provisions for GC Clause 13.3. However, if the PC for GCC Clauses 13.3(a) and 13.3(d) varies from the usual provisions, this paragraph, and possibly the previous paragraph, need to be adjusted to precisely reflect the provisions specified in the PC.*

2.3 Advance Payment Security Form (Bank Guarantee)-Not Applicable

[Bank's Name, and Address of Issuing Branch or Office]

Beneficiary: *[Name and Address of Employer]*

Date: *[date]*

ADVANCE PAYMENT GUARANTEE No.: *[Advance Payment Guarantee Number]*

We have been informed that on *[date of award]* you awarded Contract No. *[Contract number]* for *[title and/or brief description of the Contract]* (hereinafter called "the Contract") to *[complete name of Contractor]* (hereinafter called "the Contractor").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of *[amount in numbers and words, for each currency of the advance payment]* is to be made to the Contractor against an advance payment guarantee.

At the request of the Contractor, we hereby irrevocably undertake to pay you any sum or sums not exceeding in total the amount of the advance payment referred to above, upon receipt by us of your first demand in writing declaring that the Contractor is in breach of its obligations under the Contract because the Contractor used the advance payment for purposes other than toward the proper execution of the Contract.

It is a condition for any claim and payment to be made under this guarantee that the advance payment referred to above must have been received by the Contractor on its account *[number and domicile of the account]*.

For each payment after the advance payment, which you will make to the Contractor under this Contract, the maximum amount of this guarantee shall be reduced by the ninth part of such payment.⁴ At the time at which the amount guaranteed becomes nil, this guarantee shall become null and void, whether the original is returned to us or not.

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 758.

[Signature(s)]

⁴ *This sample formulation assumes an Advance Payment of 10% of the Contract Price excluding Recurrent Costs, and implementation of the main option proposed by this MBD in the PC for GCC Clause 13.2(b) for gradually reducing the value of the Advance Payment Security. If the Advance Payment is other than 10%, or if the reduction in amount of the security follows a different approach, this paragraph would need to be adjusted and edited accordingly.*

3 Installation and Acceptance Certificates

For Reference Only

3.1 Installation Certificate

IFB: MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To: The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Dear Sir or Madam:

Pursuant to GCC Clause 26 (Installation of the IT Software, Products and/or Services) of the Contract entered into between yourselves and the *[name of Employer]* (hereinafter the “Employer”) dated *[date of Contract]*, relating to the *[brief description of the Information Technology Software, Products and/or Services]*, we hereby notify you that the IT Software, Products and/or Services (or a Subsystem or major component thereof) was deemed to have been correctly installed on the date specified below.

1. Description of the IT Software, Products and/or Services (or relevant Subsystem or major component) :*[description]*
2. Date of Installation: *[date]*

Notwithstanding the above, you are required to complete the outstanding items listed in the attachment to this certificate as soon as practicable. This letter shall not relieve you of your obligation to achieve Operational Acceptance of the IT Software, Products and/or Services in accordance with the Contract nor of your obligations during the Warranty Period.

For and on behalf of the Employer

Signed: Date:

in the capacity of: *[state: “Project Manager” or state the title of a higher level authority in the Employer’s organization]*

3.2 Operational Acceptance Certificate

Date:

[*date*]

IFB : MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:

The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Dear Sir or Madam:

Pursuant to GCC Clause 27 (Commissioning and Operational Acceptance) of the Contract entered into between yourselves and the [*name of Employer*] (hereinafter the “Employer”) dated [*date of Contract*], relating to the [*brief description of the Information Technology Software, Products and/or Services*], we hereby notify you the IT Software, Products and/or Services (or the Subsystem or major component identified below) successfully completed the Operational Acceptance Tests specified in the Contract. In accordance with the terms of the Contract, the *Employer* hereby takes over the IT Software, Products and/or Services (or the Subsystem or major component identified below), together with the responsibility for care and custody and the risk of loss thereof on the date mentioned below.

1. Description of the IT Software, Products and/or Services (or Subsystem or major component): [*description*]
2. Date of Operational Acceptance: [*date*]

This letter shall not relieve you of your remaining performance obligations under the Contract nor of your obligations during the Warranty Period.

For and on behalf of the *Employer*

Signed: Date:

in the capacity of: [state: “*Project Manager*” or *higher level authority in the Employer’s organization*]

For Reference Only

4 Change Order Procedures and Forms

Date: [date]

IFB : MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

General

This section provides samples of procedures and forms for carrying out changes to the IT Software, Products and/or Services during the performance of the Contract in accordance with GCC Clause 43 (Changes to the IT Software, Products and/or Services) of the Contract.

Change Order Log

The Contractor shall keep an up-to-date Change Order Log to show the current status of Requests for Change and Change Orders authorized or pending. Changes shall be entered regularly in the Change Order Log to ensure that the log is kept up-to-date. The Contractor shall attach a copy of the current Change Order Log in the monthly progress report to be submitted to the Employer.

References to Changes

- (1) Request for Change Proposals (including Application for Change Proposals) shall be serially numbered CR-nnn.
- (2) Change Estimate Proposals shall be numbered CN-nnn.
- (3) Estimate Acceptances shall be numbered CA-nnn.
- (4) Change Proposals shall be numbered CP-nnn.
- (5) Change Orders shall be numbered CO-nnn.

On all forms, the numbering shall be determined by the original CR-nnn.

Annexes

4.1 Request for Change Proposal Form

Section IX – Contract Forms

- 4.2 Change Estimate Proposal Form
- 4.3 Estimate Acceptance Form
- 4.4 Change Proposal Form
- 4.5 Change Order Form
- 4.6 Application for Change Proposal Form

For Reference Only

4.1 Request for Change Proposal Form (Employer)

(Employer's Letterhead)

Date:

[*date*]

IFB: MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:

The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: [*name and title*]

Dear Sir or Madam:

With reference to the above-referenced Contract, you are requested to prepare and submit a Change Proposal for the Change noted below in accordance with the following instructions within [*number*] days of the date of this letter.

1. Title of Change: [*title*]
2. Request for Change No./Rev.: [*number*]
3. Originator of Change: [*select Employer /Contractor (by Application for Change*
Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

Proposal), and add: name of originator]

4. Brief Description of Change: *[description]*
5. Subsystem or major component affected by requested Change): *[description]*
6. Technical documents and/or drawings for the request of Change: Document or Drawing
No. Description
7. Detailed conditions or special requirements of the requested Change: *[description]*
8. Procedures to be followed:
 - (a) Your Change Proposal will have to show what effect the requested Change will have on the
Contract Price.
 - (b) Your Change Proposal shall explain the time it will take to complete the requested Change and the impact, if any, it will have on the date when Operational Acceptance of the entire IT Software, Products and/or Services agreed in the Contract.
 - (c) If you believe implementation of the requested Change will have a negative impact on the quality, operability, or integrity of the IT Software, Products and/or Services, please provide a detailed explanation, including other approaches that might achieve the same impact as the
requested Change.
 - (d) You should also indicate what impact the Change will have on the number and mix of staff needed by the Contractor to perform the Contract.
 - (e) You shall not proceed with the execution of work related to the requested Change until we have accepted and confirmed the impact it will have on the Contract Price and the Implementation Schedule in writing
9. As a next step, please respond using the Change Estimate Proposal form, indicating how much it will cost you to prepare a concrete Change Proposal that will describe the proposed approach for implementing the Change, all its

elements, and will also address the points in paragraph 8 above pursuant to GCC Clause 43.2. Your Change Estimate Proposal should contain a first approximation of the proposed approach, and implications for schedule and cost, of the Change.

For and on behalf of the *Employer*

Signed: Date:

in the capacity of: [*state: "Project Manager" or higher level authority in the Employer's organization*]

For Reference Only

4.2 Change Estimate Proposal Form (Contractor)

(Contractor's Letterhead)

Date:

[*date*]

IFB : MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:

The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: [*name and title*]

Dear Sir or Madam:

With reference to your Request for Change Proposal, we are pleased to notify you of the approximate cost of preparing the below-referenced Change in accordance with GCC Clause 43.2 of the Contract. We acknowledge that your agreement to the cost of preparing the Change Proposal, in accordance with GCC Clause 43.2, is required before we proceed to prepare the actual Change Proposal including a detailed estimate of the cost of implementing the Change itself.

1. Title of Change: [*title*]
2. Request for Change No./Rev.: [*number*]
3. Brief Description of Change (including proposed implementation approach): [*description*]
4. Schedule Impact of Change (initial estimate): [*description*]

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

5. Initial Cost Estimate for Implementing the Change: *[initial cost estimate]*
6. Cost for Preparation of Change Proposal: *[cost in the currencies of the Contract]*, as detailed below in the breakdown of prices, rates, and quantities.

For and on behalf of the Contractor

Signed: Date:

in the capacity of: *[state: “Contractor’s Representative” or other higher level authority in the Contractor’s organization]*

For Reference Only

4.3 Estimate Acceptance Form (Employer)

(Employer's Letterhead)

Date: [date]

IFB: MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:
The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: [name and title]

Dear Sir or Madam:

We hereby accept your Change Estimate and agree that you should proceed with the preparation of a formal Change Proposal.

1. Title of Change: [title]
2. Request for Change No./Rev.: [request number / revision]
3. Change Estimate Proposal No./Rev.: [proposal number / revision]
4. Estimate Acceptance No./Rev.: [estimate number / revision]
5. Brief Description of Change: [: description]
6. Other Terms and Conditions:

In the event that we decide not to order the Change referenced above, you shall be entitled to compensation for the cost of preparing the Change Proposal up to the amount estimated for this purpose in the Change Estimate Proposal, in accordance with GCC Clause 43 of the General Conditions of Contract.

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

For and on behalf of the *Employer*

Signed: Date:

in the capacity of: *[state: “Project Manager” or higher level authority in the Employer’s organization]*

For Reference Only

4.4 Change Proposal Form (Contractor)

(Contractor's Letterhead)

Date: *[date]*

IFB : MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:
The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: *[name and title]*

Dear Sir or Madam:

In response to your Request for Change Proposal No. *[: number]*, we hereby submit our proposal as follows:

1. Title of Change: *[name]*
2. Change Proposal No./Rev.: *[proposal number/revision]*
3. Originator of Change: *[select: Employer /Contractor; and add: name]*
4. Brief Description of Change: *[description]*
5. Reasons for Change: *[reason]*

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

6. The IT Software, Products and/or Services Subsystem, major component, or equipment that will be affected by the requested Change: *[description]*

7. Technical documents and/or drawings for the requested Change: Document or Drawing No.
Description

8. Estimate of the increase/decrease to the Contract Price resulting from the proposed Change: *[amount in currencies of Contract]*, as detailed below in the breakdown of prices, rates, and quantities.

Total lump sum cost of the Change:

Cost to prepare this Change Proposal (i.e., the amount payable if the Change is not accepted, limited as provided by GCC Clause 39.2.6):

9. Additional Time for Achieving Operational Acceptance required due to the Change: *[amount in days / weeks]*

10. Effect on the Functional Guarantees: *[description]*

11. Effect on the other terms and conditions of the Contract: *[description]*

12. Validity of this Proposal: for a period of *[number]* days after receipt of this Proposal by the
Employer

13. Procedures to be followed:
 - (a) You are requested to notify us of your acceptance, comments, or rejection of this detailed

Change Proposal within *[number]* days from your receipt of this Proposal.
 - (b) The amount of any increase and/or decrease shall be taken into account in the adjustment of the Contract Price.

Section IX – Contract Forms

For and on behalf of the Contractor

Signed: Date:

in the capacity of: *[state: “Contractor”s Representative” or other higher level authority in the Contractor”s organization]*

For Reference Only

4.5 Change Order Form (Employer)

(Employer's Letterhead)

Date: [date]

IFB: MODE/01/PR-
LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:
The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: [name and title]

Dear Sir or Madam:

We hereby approve the Change Order for the work specified in Change Proposal No. [number], and agree to adjust the Contract Price, Time for Completion, and/or other conditions of the Contract in accordance with GCC Clause 39 of the Contract.

1. Title of Change: [name]
2. Request for Change No./Rev.: [request number / revision]
3. Change Order No./Rev.: [order number / revision]
4. Originator of Change: [select: Employer /Contractor; and add: name]
5. Authorized Price for the Change:

Ref. No.: [number]

Date: [date]

[amount in foreign currency A] plus [amount in foreign currency B] plus [:
amount in
foreign currency C] plus [amount in local currency]

6. Adjustment of Time for Achieving Operational Acceptance: [amount and
Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of
Cloud Infrastructure as a Service (IaaS).

description of adjustment]

7. Other effects, if any: *[state: “none” or description]*

For and on behalf of the Employer Signed:

Date:

in the capacity of: *[state: “Project Manager” or higher level authority in the Employer’s organization]*

For and on behalf of the Contractor Signed: Date:

in the capacity of: *[state “Contractor’s Representative” or higher level authority in the Contractor’s organization\]*

For Reference Only

4.6 Application for Change Proposal Form (Contractor)

(Contractor's Letterhead)

Date: *[date]*

IFB: MODE/01/PR-LGC/NCB/2025

Contract: Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

To:
The Secretary
Ministry of Digital Economy
Level 11, Unit No: 1101
One Galle Face Tower
No. 1A, Centre Road, Galle Face
Colombo 02

Attention: *[name and title]*

Dear Sir or Madam:

We hereby propose that the below-mentioned work be treated as a Change to the IT Software, Products and/or Services.

1. Title of Change: *[name]*
2. Application for Change Proposal No./Rev.: *[number / revision]* dated: *[date]*
3. Brief Description of Change: *[description]*
4. Reasons for Change: *[description]*
5. Order of Magnitude Estimation: *[amount in currencies of the Contract]*
6. Schedule Impact of Change: *[description]*
7. Effect on Functional Guarantees, if any: *[description]*
8. Appendix: *[titles (if any); otherwise state "none"]*

For and on behalf of the Contractor

Signed: Date:

in the capacity of: *[state: "Contractor's Representative" or higher level authority in the Contractor's organization]*

Procurement of a Service Provider for the Cloud Transformation of the Existing Lanka Government Cloud (LGC) and Provision of Cloud Infrastructure as a Service (IaaS).

Non-collusion Affidavit (Template)
(Relevant Reference to the Procurement Guidelines - 1.5)

The undersigned bidder or agent, hereby solemnly, sincerely, and truly declares and affirms/makes an oath and states as follows;

- a) That he/she has not, nor has any other member, representative, or agent of the firm, company, corporation, or partnership representing him/her, entered into any combination, collusion, or similar agreement with any person in connection with the price to be bid;
- b) That he/she or anyone representing him/her has not taken any step whatsoever to prevent any person from bidding, nor to induce anyone to refrain from bidding; and
- c) That this bid is made without reference to any other bid and without any agreement, understanding, or combination with any other person in reference to this bid.

He/she further states that no person, firm, or corporation has received or will receive, directly or indirectly, any rebate, fee, gift, commission, or thing of value in connection with the submission of this bid.

The bidder accepts full responsibility for ensuring the absence of collusion and hereby pledges to abide by fair and ethical competition practices throughout the procurement process and fully comply with the applicable Procurement Guidelines.

I hereby affirm, under the penalties for perjury, that all statements made by me in this affidavit are true and correct.

The foregoing Affidavit having been duly read over and explained by me to the Affirmant above named and he/she having understood the contents therein and admitted to be correct, affirmed and set his/her signature hereto before me) on this day of ... at ...

BEFORE ME,

JUSTICE OF THE PEACE/COMMISSIONER OF OATHS

For Reference Only