Commercial Strategy and Delivery

Desktop as a Service

Secondary Procurement Process

Document information

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Document approval

Recommended for authorisation by	Signature	Date
Jane Kennedy Manager AoG ICT Commercial Services Commercial Strategy and Delivery Internal Affairs		

Authorisation

Authorised by	Signature	Date
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Glossary of abbreviations and terms

Term	Meaning
DaaS Subscription Agreement	means the contract between a Subscribing Party and a Service Provider relating to the Services, comprising a completed DaaS Subscription Form and the DaaS Subscription Terms.
DaaS Subscription Form	means the form by with an Eligible Agency requests Services from a Service Provider.
Eligible Agency	means: • each Public Service department, as defined in section 27 of the State Sector Act 1988; • the New Zealand Defence Force, the New Zealand Police, the New Zealand Security Intelligence Service, the Parliamentary Counsel Office, the Clerk of the House of Representatives and the Parliamentary Service; • each Crown Entity, as defined in section 7 of the Crown Entities Act 2004; • each organisation listed in the fourth schedule to the Public Finance Act 1989; • the Reserve Bank of New Zealand; • the Office of the Controller and Auditor-General, the Office of the Ombudsmen, and the Office of the Parliamentary Commissioner for the Environment; • each corporation listed in the first schedule to the State Owned Enterprises Act 1986; • each local authority, as defined in section 5 of the Local Government Act 2002; and • any other organisation, agency or collection of persons that does not fall within the above categories but which the Centre of Expertise or Lead Agency (as applicable) and the Procurement Functional Leader determines should be treated as an eligible agency. For further information on eligibility please see www.procurement.govt.nz
Lead Agency	means an agency authorised to procure and manage Common Capability services. In this process, the Lead Agency is DIA.
Memorandum of Understanding (MOU)	means the memorandum of understanding between the Lead Agency and the Subscribing Parties' relating to the management of the Subscribing Parties' relationship with each other and with the Service Provider in relation to the Services.
Non-Disclosure Agreement (NDA)	means the confidentiality agreement between the Lead Agency and Eligible Agency relating to the terms of each of the Lead Agency Agreements entered into between DIA and the Service Providers and all related information of a commercially sensitive or security sensitive nature provided to Eligible Agencies by DIA in connection with the potential procurement by Eligible Agencies' of the Services.
Subscribing Party	means an Eligible Agency that has a DaaS Subscription Agreement with a Service Provider.
Service Provider	means a service provider that is a party to a Lead Agreement, and in this process means a member of the DaaS supplier panel.

Contents

Purpose and Background

1. In November 2013 the Department of Internal Affairs entered into Common Capability ICT Agreements (CC-ICTs) for the purchase of Desktop as a Service (DaaS) with four vendors (Service Providers). The Service Providers are listed below in *Table 1: Service Provider DaaS Product Sets*.

Ref	Service Provider	Desktop Product Set
1	Datacom Systems (Wellington) Limited	Virtual desktop infrastructure: • VMware Gold, Silver options - based on VMware technology • Citrix Gold, Silver, Bronze VDI options - based on Citrix technology Traditional and virtual desktop management: • Microsoft System Center technology
2	Dimension Data New Zealand Limited	Virtual desktop infrastructure: • 3D Virtual options - based on Desktone technology Traditional and virtual desktop management: • Microsoft System Center technology
3	Fujitsu New Zealand Limited	Virtual desktop infrastructure: • GoDaaS VDI options - based on Citrix technology • GoDaaS shared desktop options – based on Citrix technology Traditional and virtual desktop management: • Microsoft System Center & AppSense technology
4	Spark New Zealand Limited	mDaaS Solution set: • Virtual desktop infrastructure: o mDaaS VDI options - based on Citrix technology o mDaaS shared desktop options – based on Citrix technology • Traditional and virtual desktop management: o Microsoft System Center technology vDaaS Solution set: • Virtual desktop infrastructure: o vDaaS VDI options - based on Desktone technology • Traditional and virtual desktop management: o Dell KACE technology

Table 1: Service Provider DaaS Product Sets

2. This document describes the secondary procurement process to be used by Eligible Agencies to select the most appropriate Service Provider from the Desktop as a Service CC-ICT panel.

3. The goals of the process are to:

   (a) provide a common, efficient and robust method for eligible agencies to select the most appropriate Service Provider to meet their requirements,

(b)   ensure all service providers on the panel are treated fairly and given equal opportunity to be selected by an Eligible Agency; and

(c)   clearly define the roles of all parties in this process.

4.   The Government Rules of Sourcing 2013 (at rule 54.10) describe the acceptable selection methods for secondary procurement from a panel of suppliers. The process in this document uses Option C of rule 54.10.

> **54.10c 'direct source, based on the best fit for purpose'**
>
> *Fair evaluation of all Panel Suppliers and selection of the supplier who has the right capacity and capability to fulfil the opportunity and offers the best value for money, which isn't always the cheapest price, at the time of the purchase.*

5.   The four service providers on the panel have all demonstrated that their DaaS solutions meet the specified requirements and have agreed to the same terms and conditions for supply of those services

6.   Eligible Agencies are required to review the service offerings from all four panel suppliers, however the process described in this document allows for a down selection to occur once an initial assessment of all service catalogues and pricing has been undertaken. All decisions of this nature must be documented with clear rationale for excluding a service provider from continuing further in the process.

7.   Eligible Agencies will use their own criteria and priorities to assess each service offering.

8.   **NOTE**: Eligible Agencies exploring the consumption of DaaS need to be aware of contributing factors not within the scope of the DaaS services, such as networking requirements, integrated service requirements, software licensing requirements, and locale of core application services. Agencies will need to consider the implications/costs relative to these factors and determine for themselves their importance relative to other factors and considerations when selecting their most appropriate service provider.

Commercial framework

9.   Prior to entering a DaaS Subscription Agreement with the selected Service Provider, the Eligible Agency must sign a memorandum of understanding (MOU) with the Lead Agency. The MOU sets out the Lead Agency's and Subscribing Parties' rights and obligations, as between each other, in relation to the Lead Agency's lead role and Subscribing Parties' participation in the DaaS CC-ICT.

10.   The Eligible Agency signs the DaaS Subscription Form and becomes a Subscribing Party to the DaaS CC-ICT which allows the agency to consume DaaS services and begin the process of transition.

11.   The diagram below (Figure 1) shows the relationship between the Lead agency, the Subscribing Party and the selected Service Provider that will be established at the conclusion of the secondary procurement process.
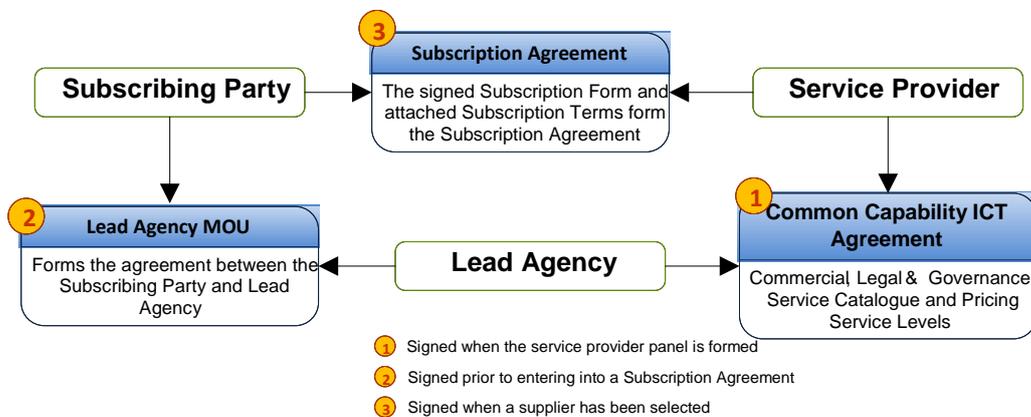

Figure 1 – Commercial framework

Lead Agency Role

12.   The Lead Agency role in the secondary procurement process is limited to:

    (a)   publishing the secondary procurement process including tools and templates;

    (b)   ensuring that the Eligible Agency signs the NDA prior to accessing the service provider information packs;

    (c)   providing the service information packs containing the service catalogues and other information (see following section);

    (d)   ensuring the MOU between the Lead Agency and the Eligible Agency is signed;

    (e)   reviewing the DaaS Subscription Form prior to signature;

    (f)   recording the execution of the DaaS Subscription Agreement; and

    (g)   providing reasonable levels of advice of a product and contract management nature as requested by Eligible Agencies.

Process overview

13.   The high level process phases can be summarised as:

ICT Common Capability services -Secondary Procurement Phases

| 1. Prepare | 2. Discover | 3. Select | 4. Contract |

Phase	Process steps

Prepare	• The Eligible agency signs a Non-Disclosure Agreement
	• Lead agency provides information packs on all four panel suppliers
	• The Eligible Agency:
	   o Establishes their key selection criteria and priorities
	   o Prepares their Agency Profile information
	   o Review information packs and determine which panel suppliers to conduct detailed workshops with
	   o Invite panel suppliers to participate in workshop process.
	• If the agency chooses not to proceed to workshops with all four panel suppliers the excluded suppliers should be notified at this point.

Discover	The Eligible Agency conducts a series of workshops and/or proof of concept labs with Service Providers to understand the detail of each offering.
Select	The Eligible Agency requests detailed service and price offerings from panel suppliers, and completes: • Evaluation of detailed service and price offerings against agency criteria and priorities • Selection of successful supplier and internal approval processes • Notification to suppliers of the outcome of the secondary procurement
Contract	• Eligible Agency completes MOU with Lead Agency • Eligible Agency and supplier complete the DaaS Subscription Form • Lead Agency reviews the subscription form and confirms the agency is eligible to sign • First the Eligible Agency, then the Service Provider signs the DaaS Subscription Form to execute the DaaS Subscription Agreement.

14.   At the end of the process, the Eligible Agency has completed the procurement steps necessary to begin transition with the Service Provider.

15.   A more detailed process flow diagram can be found in **Appendix A** and a quick reference guide is in **Appendix B**.

Tools and templates

16.   The following tools and templates are provided to assist eligible agencies complete this process:

(a)   **Agency Service Profile Template – see Appendix C**: The Agency Service Profile is a tool to assist the Eligible Agency prepare for the assessment of the service offerings and to provide information for Service Providers to assist them in tailoring presentations and other discovery activities. Once completed by the agency the profile will contain:

(i)   Basic agency statistics relating to user segments and application packaging; and
(ii)   agency strategy and intentions for various aspects of the service.

(b)   **DaaS Questions for Service Providers – see Appendix D**: A set of example questions has been provided as a starting point for agencies to give to the Service Providers to answer either in written response or through presentations. These should be amended to suit the agency as required.

(c)   **DaaS Evaluation Form – see Appendix E**: This is a suggested format for the agency team to evaluate the responses from the service providers and can be used at the presentation stage and the final selection stage. It includes a suggested scoring scale.

Detailed Process

Phase 1. Prepare

17.	The outcomes of the Prepare phase are that the Eligible Agency:

(a)	has completed a NDA;
(b)	understands the scope and context of the Services and has an overview of each offering from the Service Providers;
(c)	has a general understanding of the Service Catalogues, Service Levels and Pricing;
(d)	has started relating the agency environment to the service offering; and
(e)	has determined the key selection criteria and where appropriate documented the rationale for exclusion of any service provider(s) from the detailed workshop and evaluation process.

Step 1. Sign NDA

18.	Upon receipt of a signed NDA from the eligible agency the Lead Agency provides the following information:

(a)	Service Catalogues and Pricing;
(b)	Service Level and Service Level Credit information;
(c)	Service overview information provided by the Service Providers;
(d)	Template for Lead Agency MOU;
(e)	DaaS Subscription Form and Subscription Terms; and
(f)	Secondary Procurement Process (this document) describing the DaaS selection process, recommended information gathering, and related assessment support material.

19.	The NDA is used to ensure that Eligible Agency preserves the confidentiality of the Service Provider's pricing and other service information.

20.	Service Providers have agreed to confidentiality terms with the Lead Agency as set out in the CC-ICT. These terms provide for Eligible Agencies to begin detailed discussions with the Service Providers once the NDA has been signed.

Step 2. Complete agency service profile

21.	The service profile is intended to assist agencies in preparing for the process by defining the scale of the DaaS services required, collating any existing documentation and decisions made, and investigating a number of strategic and operational considerations. The information will:

(a)	assist the Eligible Agency to assess their readiness for the service and identify any further research or decisions needed,
(b)	allow Service Providers to tailor presentations and workshops to those areas of most interest to Eligible Agencies; and
(c)	allow Service Providers to provide an initial scope and cost of the transition.

Step 3. Determine selection criteria and select potential Service Providers

22.	The following criteria may be used by agencies to assess the content provided in the service information packs and select Service Providers for further detailed assessment. A decision to exclude a Service Provider from the detailed workshops and assessments that follow must be documented and the rationale specified. *NOTE: the table below contains suggested criteria only and is intended to be used as a starting point rather than a definitive and final list.*

Item	Criteria
1	**Alignment to strategy** • Alignment to agency strategy and plans

Item	Criteria

2	**Solution Fit For Purpose**
	
	• Virtual desktop
	• Traditional desktop
	• Application packaging
	• Hardware
	• On-site Support
	• Other DaaS options
	• Transition Services
	• Ease of integration
	• Impact on other requirements, e.g.:
	   ◦ Wide area networking
	   ◦ Data centre infrastructure
	   ◦ Application performance

3	**Service Management** • Patch management • Malware/Antivirus/SIEM • User self-service • Operational self-service • Integration within agency service model
4	**Service Provider** • Service Provider strategic vision • Existing relationships • Resources • Timeframes
5	**Cost** • Service consumption cost • Additional operating costs • Transition Costs
6	**Benefit Assumptions** • Financial benefits • Other benefits

23. Once an Eligible Agency has compiled its initial review and assessment criteria these can then form the basis for the final selection criteria at the conclusion of the detailed workshops later in the process.

Phase 2. Discover

24. The outcomes of the Discover phase are that:

    (a) the Eligible Agency selection team and senior decision makers understand the key messages and features of the offering from each Service Provider; and
    (b) the selection team have a detailed understanding of the service offering and pricing.

Step 1. Conduct initial discovery workshops

25. Prior to an initial workshop the eligible agency should provide the agency's service profile and a set of detailed questions to each of the Service Providers to enable them to prepare and tailor their presentation content. **Appendix D** contains a set of suggested questions

26. The Eligible Agency and Service Provider(s) undertake an initial workshop(s) to:

    (a) Allow the Service Providers' to give an overview of their service to the Eligible Agency key decision makers,

(b)   enable the Eligible Agency to outline its strategic vision, intents, timeframes, primary drivers and areas of concern; and

(c)   agree on areas of discovery to be covered in any further workshops or responses.

Step 2. Conduct detailed discovery workshops

27.   The Eligible Agency and Service Provider agree on the number, scope, and timing of any further discovery workshops and/or proof of concept labs (POCs). These workshops or POCs are intended to provide sufficient information for the Service Provider to understand the Eligible Agencies requirements, and to allow the Eligible Agency to assess the service and its ability to meet them.

28.   At the conclusion of the workshops the Eligible Agency requests detailed service offerings and pricing from the Service Providers. These are assessed using the Eligible Agency's criteria and drivers. If necessary there may be a requirement for questions and clarifications on the specific detailed quotations before a final selection decision is made.

Phase 3. Select

29.   The goal of the Select phase is the selection of a Service Provider by the Eligible Agency.

30.   The selection team should use a fair evaluation method to score the service offering and pricing from each of the service providers. A suggested approach is contained in Appendix E.

31.   Detailed cost modelling is recommended along with a comparison to the agencies current baseline. Eligible Agencies should use their own preferred methodology for this. Eligible Agencies are also recommended to include a risk assessment for each Service Provider's solution.

32.   At the conclusion of the evaluation a recommendation/selection report should be prepared documenting the rationale to support the final selection.

33.   Once the Eligible Agency has completed their internal approval processes and has authority to enter a Subscription agreement they can then notify the Service Providers of the selection outcome.

Phase 4. Contract

34.   The outcomes of the contract phase are that:

(a)   the Eligible Agency signs the MOU;
(b)   the Eligible Agency prepares the DaaS Subscription Form in conjunction with the Service Provider,
(c)   the Lead Agency reviews the populated Subscription Form to ensure consistency with the Service Catalogue; and
(d)   the Eligible Agency signs the DaaS Subscription Form, with the selected Service Provider.

Step 1 Sign the MOU

35.   The Eligible Agency signs the MOU with the Lead Agency. This sets out the rights and obligations between them in relation to participating in the service;

Step 2. Preparation and review draft DaaS Subscription Form

36.   The DaaS Subscription Form includes a description of the Services being provided, the fees to be charged, Service Levels and relevant contact information. The Subscription From is completed in conjunction with the Service Provider..

37.   The Eligible Agency submits a copy of the draft DaaS Subscription Form to the Lead Agency for their information and review. If there are any anomalies with the content of the Subscription Form, the Lead Agency will immediately notify the Eligible Agency and request appropriate amendments. An amended DaaS Subscription Form must then be sent to the Service Provider.

38.   The Service Provider notifies the Lead Agency they have received a completed DaaS Subscription Form and requests confirmation from the Lead Agency that the Eligible Agency is authorised to become a Subscribing Party.

39.   The Lead Agency provides written confirmation to the Service Provider that the Eligible Agency is authorised to become a Subscribing Party.

Step 3. Sign the DaaS Subscription Form

40.   The Eligible Agency signs the DaaS Subscription Form first, with the Service Provider signing second to establish the Subscription Agreement between these two parties. The Eligible Agency becomes a Subscribing Party and can begin transition activities under the Agreement.

Appendix A – Process Flow

ICT Common Capability Secondary Procurement Process

DRAWN BY: Martin Coomber | VERSION: 1.0 | DATE: 08 Nov 2013

High Level Process Flow | Common Capability Sec Procurement Process v1.vsd

Lead Agency

Prepare

Publish NDA *

Publish Service Information Packs and Secondary Procurement Process

Service Overview
Service Catalogue
Pricing
Service Levels
Architecture Overview
Integration Overview
Transition Overview
Subscription Agmt&form
Lead Agency MOU
Agency Service Profile

Discover

Select

Contract

Review Subscription Form

Subscribing Party

Subscribing Party Signals Interest

Sign NDA*

NDA* = Non-disclosure agreement

Determine Vendor Selection Criteria

Complete Service Profile

Select Potential Service Providers

Conduct Initial Discovery Workshops

Conduct Detailed Discovery Workshops/ POC

Assess Subscription Offers

Select Service Provider

Prepare Draft Subscription Form

Sign Lead Agency MOU

Sign Subscription Form

To Transition Process

Service Provider Activities

Service Provider presentations and workshops

Service Provider submits offer

Service Provider may provide form content

Service Provider signs form

Appendix B – Quick Reference Guide

Quick Reference Guide | **DaaS Secondary Procurement Process** | *Common Capability ICT Services*

Engagement:
- Based on subscription offers (quotes) from one or more panel service providers
- Agency determines the number of potential Service Providers
- Information packs and workshops to understand each offering
- Final selection based on quotes using agency criteria.
- Signed Subscription Form used to establish contract.

Secondary Procurement Phases

1. Prepare ⟩ **2. Discover** ⟩ **3. Select** ⟩ **4. Contract**

Review service descriptions and select potential Service Providers from the panel.	Service Provider workshops to understand each offering.	Review subscription offers (quotes) and select Service Provider.	Sign Lead Agency MOU and Subscription Form.
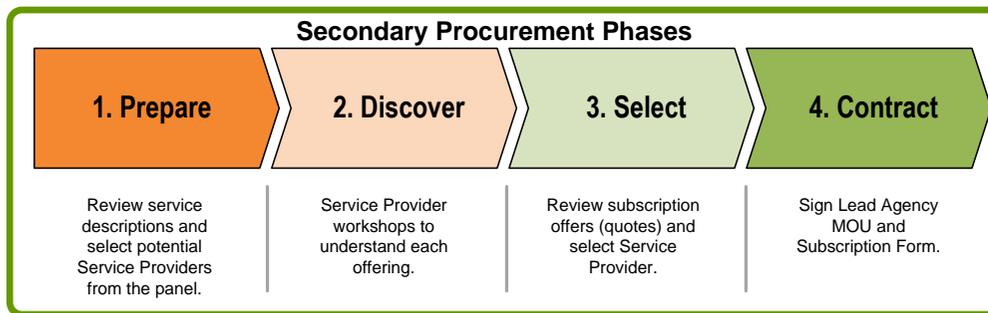
Eligible Agencies:
- Public Service departments
- Crown Entities and SOEs
- Police, Defence, SIS
- Local Authorities

List not exhaustive – Other agencies may be eligible.

Phase 1: Prepare

Sign NDA and Review Service Overviews
- Sign NDA to receive pricing information.
- Review service catalogue and pricing.
- Functional, technical and integration overviews.
- Service levels and subscription terms.

Complete Agency Profile
- Define size, location and profile of agency
- Strategic and operational considerations.

Select Potential Service Providers
- Determine agency criteria.
- Select from panel (one or more).

Phase 2: Discover

Conduct Initial Discover Workshops
- Service overview to key decision makers.
- Strategic vision, intents and timeframes.
- Drivers and key areas of concern.
- Agree on further discovery.

Further Discovery
- Further discovery workshops as required.

Phase 3: Select

Request Subscription Offers
- Request subscription offers from potential service providers.

Assess and Select Subscription Offers
- Assess offers using agency criteria.
- Select Service Provider.

Phase 4: Contract
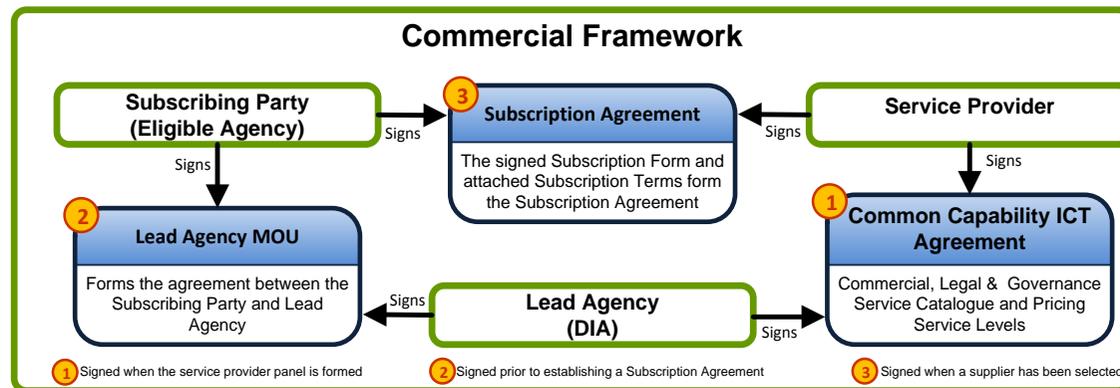
Sign Lead Agency MOU
- Establishes rights and obligations with Lead Agency.

Prepare Draft Subscription Form
- Defines the services and options require.
- Lead Agency reviews draft.

Sign Subscription Form with Service Provider
- Subscription Form and standard Subscription Terms establish the Subscription Agreement.
- Transition activities can now start.

Commercial Framework

Subscribing Party (Eligible Agency) — Signs → **③ Subscription Agreement** ← Signs — **Service Provider**

Subscription Agreement: The signed Subscription Form and attached Subscription Terms form the Subscription Agreement

Signs ↓

② Lead Agency MOU ← Signs — **Lead Agency (DIA)** — Signs → **① Common Capability ICT Agreement**

Lead Agency MOU: Forms the agreement between the Subscribing Party and Lead Agency

Signs ↓

Service Provider — Signs → **① Common Capability ICT Agreement**

Common Capability ICT Agreement: Commercial, Legal & Governance Service Catalogue and Pricing Service Levels

① Signed when the service provider panel is formed   ② Signed prior to establishing a Subscription Agreement   ③ Signed when a supplier has been selected

Issued by:
Commercial Strategy and Delivery
Department of Internal Affairs

Appendix C – DaaS Agency Profile

1.　　　The responses to the following questions will:

　　　(a)　　assist Subscribing Parties to prepare for discussions with DaaS Service Providers ; and

　　　(b)　　assist Service Providers to tailor presentations and other discovery activities.

2.　　　It may be useful for the service providers if the information below is in a spread sheet format rather than a Word document.

	Question	Eligible Agency Response
1.	**General**	
2.	Have you undertaken any user profiling to date? If so, can you please describe the user profiles you have defined.	
3.	Have you undertaken any desktop profiling to date? If so, can you please describe the desktop profiles you have defined along with the desktop specification (minimum) for each profile?	
4.	Do you have a preference for support and service model you are looking for? If so please describe it. How do you envisage the support model changing with the introduction of DaaS?	
5.	Are you looking to upgrade your desktop image and/or device as part of the move to DaaS? If so, what are the drivers, requirements and timeframes?	
6.	Do you have a current IaaS provider or are you looking to move to IaaS? If so, who is it?	
7.	Is the volume price break based on aggregated volume across government or individual subscribing party volume?	
8.	**Desktop Strategy**	
9.	Describe any vision, roadmap or goals for desktops or end users.	
10.	Describe the outcome of any recent desktop related assessments or investigations.	
11.	Describe any current or recent desktop related projects.	
12.	Are you planning a desktop refresh as part of the move to DaaS? If so, please describe?	
13.	Describe any transition constraints. These may include:	

	Question	Eligible Agency Response
	• timeframes; and • other project dependencies.	
14.	**Desktops & Device Requirements**	
15.	How many users are there in the agency?	
16.	How many users currently access virtual desktop services? What is the mix of virtual and traditional desktops? What is the connectivity method for virtual desktop users?	
17.	Describe the geographic distribution of users indicating the number of users in each location.	
18.	Describe the current desktop and laptop fleet, indicating: • hardware type and volumes; • the ownership mode and • refresh cycle policy; and • breakdown of the age, support cover and warranty for the fleet.	
19.	Describe the nature and extent of high end or special desktop PCs use. Examples include: • video editing; and • CAD design.	
20.	Describe any significant user groupings. For example groups of users: • that require after hours use; • who have enhanced business continuity or mission critical requirements • call centre or other task orientated groups; • knowledge workers; • field/mobile/remote staff; • those needing high performance processing capabilities.	

	Question	Eligible Agency Response
21.	How many users require privileged access to install applications on their desktop?	
22.	Describe the use of any peripherals that are directly connected to desktop devices. These may include: • encrypted USB drives • USB security dongles for applications; and • barcode scanners • USB printers/scanners • Digital cameras.	
23.	Do you keep data on your desktops and is the intent to keep it there?	
24.	**Operating System and SOE**	
25.	Describe the current OS version(s) in use and indicate: • the current deployment model; and • any future intentions.	
26.	Describe any views or constraints relating to having a SOE images.	
27.	Describe how OS and applications are managed including: • infrastructure management systems and deployment methods; • application metering and reporting; and • remote support. Describe the OS and application management expectations.	
28.	**Applications**	
29.	Application statistics (approximate numbers): • Total number and list of applications and their versions • Current versions of commonly used applications such as Microsoft Office, Internet Explorer, etc. • Summary of developed applications, including availability of source code,	

Question	Eligible Agency Response

development expertise and support expertise.
• Experience to date in virtualising applications
• Current methods of application packaging in use
• Ratio of packaged vs. manually installed applications
• Summary of applications already packaged, including:
   ◦ Packaging tool used
   ◦ Deployment software used
   ◦ Type of packages implemented	

30. Summary of the applications that: • Depend on backend data source, e.g. backend databases • Depend on external data sources • Are especially resource-intensive, e.g. graphical, multimedia. modelling type applications • Are known to conflict with one another and/or have conflicting dependency requirements, e.g. different versions of Java • Are out of support but will still need to be packaged • Have a dependency of specific OS requirements	
31. Describe the results of any recent review or application analysis of the application portfolio, including the outcome of any rationalization.	
32. Describe the current application and database server architecture, including: • the use of partners (if any); • data centre locations; and • DR sites.	
33. Describe your current approach to application virtualisation, including: • numbers of applications virtualised; and • virtualisation toolset used.	
34. **Network Connectivity and Access**	

	Question	Eligible Agency Response
35.	Provide a high-level diagram of the wide area network (WAN) showing: • Site Topology • WAN link speeds (CIR) • Current link utilisation • QoS Provide details of network performance to each site including bandwidth and latency, along with the desktop types anticipated at site (if known).	
36.	Describe the current network support arrangements including any support contracts with external providers.	
37.	How many users require: • Offline access? • Remote access?	
38.	Describe how remote access is currently used, including any use of tokens.	
39.	Detail any additional security requirements specific to the agency.	
40.	Describe the use of mobile devices in the agency and indicate and future intentions. For example: • iPad, • mobile laptops; and • tablets.	
41.	Describe the use of BYOD devices in the agency and the relevant policies, constraints and future intentions.	
42.	Describe your current use of multi-factor authentication including: • authentication method used; • token type; • number of users; and • future intentions.	

	Question	Eligible Agency Response
43.	Describe the AD domain structure. This may include: • the number of user centric AD domains; and • the version of AD being used (forest functional level, domain functional level etc.).	
44.	**Support**	
45.	Describe the current desktop hardware and support arrangements including any support contracts with external providers.	
46.	Detail any support/service integration requirements you are looking for from the DaaS service (if any)?	
47.	Describe how service calls are managed, including the use of service desk tools.	
48.	**Other Information**	
49.	Please include any other information that may be relevant including any opportunities or constraints not already described.	
50.	Describe any special security requirements relating to users, applications or systems.	

Appendix D – DaaS Questions for Service Providers

1.   The following questions are intended as a starting point for vendor presentations or written responses, Eligible Agencies can amend or add to these as they see fit.

Item	Question
1.	**Solution Overview**
2.	Solution overview: • Provide a high-level summary of DaaS solution and its integration with the existing environment. • Provide an overview of how the DaaS service will fit into the current service model. • Describe the expected impact of introducing DaaS on the current mix of desktop types, support requirements and end-user experience. • Describe the extent of the end-user and operational self-service functions. What • Provide an overview of the approach to transition, timeframes, dependencies, and risk mitigation. • Summarise your disaster recovery/business continuity facilities.
3.	Pricing: • Provide details of any additional incentives, such as early adopter discounts. • Please explain volume price breaks and how they are applied • Provide pricing scenarios to assist in understanding the service catalogue and options available.
4.	**Virtual and Traditional Desktop Delivery and Management**
5.	High level solution architecture: • Please provide a high-level summary of solution architecture including a diagram. • Please confirm which parts of the service is agency specific (segregated) or shared amongst all agencies
6.	Persona or user profile management: • Please clarify how personas or user profiles are managed. • How is the persona or user profile built and where is it stored? • What is included in the persona or profile?

Item	Question
7.	Service Variants: • Please compare and contrast any service variants or tiers. • What are the advantages higher value variants verses others? • Do any variants impose additional obligations on the agency? • If a shared hosted virtual desktop service is offered, what are the pros and cons associated with its use? • Are there any differences from a non-virtualised application perspective?
8.	Remote access – Without existing infrastructure: • Please describe your solution and provide pros and cons for any alternatives offered. • Are there any prerequisites or obligations for the agency? • What tokens will be used and what is the related user experience when authenticating? • Please confirm that the remote access gives consistent user experience. • What are the costs associated with remote access?
9.	Remote access – With existing infrastructure: • Please describe your approach and recommended solution.
10.	Application white-listing: • How will application whitelisting be managed? • Regarding application whitelisting, describe the relative roles and responsibilities of the service provider and agency.
11.	Persistence: • Please clarify desktop persistence and how it interacts with persona management. • How does the persona or user profile management process handle moving to another desktop (either VDI or traditional)? Are there any time lags? • How are non-virtualised applications managed? • How is folder redirection handled?

Item	Question
12.	On demand self-service for applications: • Describe the look and feel of self-service application management – a demonstration is preferred. • What are the workflow options? Assume self-authorisation, manager authorisation and dual manager and security authorisation. • Please describe any additional costs. • How well is the application self-service process integrated into other self-service functions?
13.	Provisioning process: • A new users starts at the agency – please demonstrate or walkthrough this scenario. • A user's resources need changing (e.g. extra CPU and memory needed) – please demonstrate or walkthrough this scenario. • A user leaves the agency – please demonstrate or walkthrough this scenario. • How are users linked to specific image and set of applications? • How can the number of images be kept to a minimum? • What recommendations have you for large groups of task workers with common application usage?
14.	Creation and maintenance of images: • How are images managed? • How are image changes charged?
15.	Traditional desktop build: • How are traditional desktop builds managed? • How are traditional desktop images updated and made available for installation and support purposes?
16.	Peripherals: • How would you support the use of USB dongles and encrypted USB drives? • How would you support the use of other dedicated devices (e.g. barcode reader)?

Item	Question
17.	Consistent user experience: • Describe the degree of consistent user experience when switching between traditional and virtual desktops, or from one traditional desktop to another.
18.	Service demonstration: • Demonstrate the virtual desktop service • Demonstrate the delivery of applications to virtual and traditional desktops • Demonstrate the administrative self-service functions available to the agency's service desk or administrative staff • Demonstrate the self-service functions available to end-users
19.	**Service Management**

20.	Self-service:
	
	• Describe the functions and processes delivered by self-service functions, relating to:
	
	  ◦ End-user functions
	
	  ◦ Administrative and operational functions.
	
	• Describe the level of automation supported by the self-service functions.
	
	• Describe the training requirements for end-users and administrative/operational staff.

21.	Service model:
	
	• Describe how the DaaS solution fits within the agency's current service model, detailing:
	
	  ◦ Support functions replaced by DaaS;
	
	  ◦ Support functions expected to be retained by the agency;
	
	  ◦ Expected changes to existing support processes;
	
	• Detail any options available to simplify and lower the overall cost of support;
	
	• Describe recommended organisational change management activities to support the introduction of DaaS.

Item	Question
22.	Patch management: • Describe the methodology and tools used in patch management. • Please describe or demonstrate the process used to roll out a critical fix.
23.	Malware and Antivirus • Please clarify what capability provided and how updates are applied. • What licences are required of the agency?
24.	Security Incident Event Management (SIEM): • How are security alerts managed and how is the agency advised? What are the respective responsibilities? • Can service SIEM be integrated with existing agency capability? – e.g. Can a feed be provided to another service?
25.	Roles and responsibilities: • What are the service management roles and responsibilities for each party?
26.	Offshore data: • What service information is sent offshore? • If using an offshore SIEM logging or malware service, what associated security controls are in place?
27.	**Application Packaging**
28.	Transition application reuse • How can an agency save transition effort by reusing applications that are already packaged in the vendor's library? E.g. Adobe, MS Office • What reassurance can you give about your ability to package the agency's backlog of applications?

Item	Question
29.	Application currency: • What are the on-going costs of packaged applications once live? • Are there any options or cost saving opportunities? • What are the pros and cons of an agency taking maintenance vs. periodic repackaging? • How are critical security patches managed? Consider whether the application is under maintenance and not. • How are major and minor updates managed? Consider whether the application is under maintenance and not.
30.	Software asset management : • What capabilities for software asset management are offered?
31.	**Onsite support**
32.	Onsite support roles and responsibilities: • Please clarify support roles and responsibilities. • What is available for geographically remote locations?
33.	Offshore offices (if applicable): • How will offshore locations be supported in transition and once live?
34.	**Transition Services**
35.	Transition: • Please clarify your transition approach. • What are the options if timeframes are tight? • What does the agency need to do? By when? What can be done early? • How can the agency get some certainty about costs?

Item	Question
36.	Transition project team: • How will you work with the project team to migrate users? • What reassurance can be given about resources availability?
37.	**Agency Integration**
38.	AD Integration: • Please describe how you integrate with AD. • How long will it take to implement? • Are there any constraints or considerations? • What domain controller requirements do you have? Are there any related agency prerequisites? • What activities do you expect the agency to do prior to commencing transition?
39.	System management tools: • What is the role of the vendor supplied tools (e.g. SCCM or other) and how are they integrated? • Are there any impacts if an agency does not have any of the following: DFS, roaming profiles and folder redirection? • Are there any constraints related to the use of vendor supplied system management tools.
40.	Network Integration • Please confirm the datacentres to be used. • Are there any connectivity considerations that the agency needs to be aware of?
41.	Bandwidth • What guidance can you can offer on bandwidth requirements

Appendix E – DaaS Evaluation Form

1.   The following form can be used as a basis for evaluating each Service Provider. The criteria and comments may need to be updated with Eligible Agency specific items.

Ref	Criteria	Comment	Rating	Comment and/or SWOT analysis
1	**Strategic Vision**			**Excellent=5 ; Good=4; Acceptable=3; Minor Reservations=2; Serious reservations =1; Unacceptable=0**
1.1	Alignment to strategic vision	Allignment of service offering to strategic vision.		

Ref	Title	Comment	Rating	Comment and/or SWOT analysis
2	**Solution Fit for Purpose**			**Excellent=5 ; Good=4; Acceptable=3; Minor Reservations=2; Serious reservations =1; Unacceptable=0**
2.1	Virtual Desktop	• Provides a centralised way of delivering desktop services, applications and data to a wide range of end user devices including thin devices, repurposed PCs, tablets, traditional PCs and laptops. • Meets the fundamental characteristics of an "as a Service" model such as on-demand self-service, rapid elasticity, and resource pooling. • Provides for central management of virtual desktop operating systems and images including building, deployment and patching (compliant with cyber security requirements) • On demand self-service for applications. • Consistent user experience across traditional and virtual desktops. • Remote access (with 2-factor authentication) to virtual desktops. • Support for application whitelisting.		

Ref	Title	Comment	Rating	Comment and/or SWOT analysis
2.2	Traditional desktop	• Management of traditional desktop operating systems and images including building, deployment and patching (compliant with cyber security requirements) • On demand self-service for applications. • Consistent user experience across traditional and virtual desktops. • Support for application whitelisting.		
2.3	Application packaging	• Remove the need for application packaging capability within the agency. • Application lifecycle management, including patching, to ensure the agency has access to the latest versions and is compliant with cyber security requirements. • Virtualised applications if at all possible to provide separation of applications from the underlying desktop, operating system and hardware.		

Ref	Title	Comment	Rating	Comment and/or SWOT analysis
2.4	On-site Support	• Covers relevant locations in New Zealand; • Provides timely service; • Can support initial installation of desktop hardware; and • Can resolve hardware issues or issues where physical presence is required.		
2.5	Transition Services	• Clearly defined transistion process • Full discovery of the agency 's current state (including devices, applications, infrastructure, networks, users, data) • Services to make the agency ready to consume the service • Migration of users and devices onto the Desktop as a Service platform		

Ref	Title	Comment	Rating	Comment and/or SWOT analysis
2.6	Integration and Timeframes	• How complex will the solution be to integrate into the the agency environment? • What remediation will be required to make the agency ready to consume the service (e.g. network requirements)? • How long until the agency can consume the service? • Vendor readiness to engage		

Ref	Title	Comment	Score	Comment and/or SWOT analysis
3	**Service Management**			**Excellent=5 ; Good=4; Acceptable=3; Minor Reservations=2; Serious reservations =1; Unacceptable=0**
3.1	User self-service	Breadth and functionality of self service functions		

Ref	Title	Comment	Score	Comment and/or SWOT analysis
4	**Vision and Execution**			**Excellent=5 ; Good=4; Acceptable=3; Minor Reservations=2; Serious reservations =1; Unacceptable=0**
4.1	Strategic vision and ability to execute	• Clarity of the vision expressed • Roadmap • Apparent ability to execute		

Ref	Title	Comment	Score	Comment and/or SWOT analysis
5	**Cost**	Total cost of ownershop to be analysed by comparing required services across vendors.		**Excellent=5 ; Good=4; Acceptable=3; Minor Reservations=2; Serious reservations =1; Unacceptable=0**
5.1	Service consumption cost	Consider service options and variants		
5.2	Integration cost			
5.3	Additional operating costs	e.g. extra bandwidth		

Ref	Title	Comment	Score	Comment and/or SWOT analysis
5.4	Transition Costs	• Fixed price options • Estimates		

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the suppler of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	5
Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the supplier f the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	4
Acceptable	Satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services with supporting evidence.	3
Minor reservations	Satisfies the requirement with minor reservations. Some minor reservations of the suppliers relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services with little or no supporting evidence.	2
Serious reservations	Satisfies the requirement with major reservations. Some major reservations of the suppliers relevant .ability, understanding, experience, skills, resource and quality measures required to provide the goods / services with little or no supporting evidence	1
Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource and quality measures required to provide the goods / services with little or no supporting evidence.	0