



REQUEST FOR PROPOSAL

SOFTWARE QUALITY ASSURANCE MANAGED
SERVICES

AFRICA PRUDENTIAL PLC

220B, Ikorodu Road, Palmgrove, Lagos,
Nigeria.AFRICA PRUDENTIAL

REQUEST FOR PROPOSAL: SOFTWARE TESTING

by

AFRICA PRUDENTIAL PLC

27 December 2019

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1.0 INTRODUCTION

This RFP document is an invitation to submit proposals for software quality assurance managed services for Africa Prudential PLC software applications. Intent is to obtain proposals and vendors' background information for the selection of one or more consultants for software testing to participate in its software quality assurance process. Through this process, Africa Prudential PLC seeks to develop operational relationships with consultants that can meet current project objectives and provide support in the years to come.

All questions and inquiries regarding this request for proposal should be directed to:

Project Management Office.

Email: RFP@africaprudential.com

Contact Name: Yemisi Otasanya

Mobile: 08136656018

2.0 SCHEDULE OF EVENTS

1. Request for proposal released – 12/27/2019
2. Notification of intent to bid – 1/06/2020
3. Deadline for questions – 1/8/2020
4. Q&A webinar session – 1/10/2020
5. Follow up to questions – 1/13/2020
6. Deadline for proposals – 1/17/2020
7. Finalists notified – 1/24/2020
8. Finalist Demonstrations – 1/29/2020 – 1/31/2020
9. Notification about the selected candidate 2/5/2020

2.1 Terms and Conditions

- **Payment Terms:** Fixed price with milestone payments.
- **Ownership of Deliverables:** All custom software developed for the purpose of the project will be the sole ownership of Africa Prudential PLC.
- **Non-Disclosure of Confidential Information:** Release of sensitive information, including but not limited to data, personally identifiable information, database structures, current screenshots of the existing system, is conditioned upon the execution of a Non-Disclosure Agreement between Africa Prudential PLC and Vendor governing the information provided by Africa Prudential PLC to specify the work upon which the bid is based, and the proposal which Africa Prudential PLC shall receive from Vendor.

2.2 Intent to Bid

All proposals must be received at the address below no later than February 17, 2020 at 3:00 PM GMT. Each Respondent must submit one hard copy and four electronic copies (preferably - 4 - PDF) of your response on CD. Please mark one of the electronic responses as an original. This electronic copy labeled original will be considered the official submission. The proposal must be clearly marked "Response to RFP 14-15 for Software Quality Assurance Managed Services" and addressed/delivered to:

Project Management Office

Africa Prudential PLC

220B, Ikorodu Road, Palmgrove, Lagos, Nigeria.
projectmanagement@africaprudential.com

3.0 GENERAL INFORMATION

3.1 Overview of Request for Software Quality Assurance Managed Services

Africa Prudential PLC is soliciting proposals from all qualified firms who wish to be a partner organization with Africa Prudential PLC and be considered as a vendor to provide Software Quality Assurance Managed Services as described in Section 3 – Scope of Services. Africa Prudential PLC seeks to partner with a qualified firm to provide Software Quality Assurance Managed Services for the Africa Prudential PLC application environment.

3.2 Company Background

Africa Prudential PLC (<https://africaprudential.com/>) is a leading Registrar, Investor Services and Business Support Solutions provider with close to five decades' of top-class experience in the Nigerian Capital Market, and currently managing over 80 corporate clients. Because client needs are often complex, Africa Prudential offers a full spectrum of programs. There are three core areas of service; including Registrar Services, Digital Technology and Cooperative Societies. All these services are provided to clients in a non- threatening environment where everyone is treated with the utmost dignity and respect. We are committed to quality and compassion and know how important it is to provide clients with needed resources in a seamless fashion. We employ several strategies including investments, Fund Management, infrastructure and asset building, housing, education, civic engagement and community involvement.

What sets Africa Prudential apart from other fund managers state-wide and nationally, is that our programs don't operate in silos---they are connected by a one-of-a-kind enterprise data system. This system allows Africa Prudential PLC programs to operate and track data independently yet work together to identify and respond to client and community needs quickly and effectively across our different physical locations and between programs. This core operating platform enables clients to access our full range of services through one portal.

4.0 SCOPE OF SERVICES

This section defines the Scope of Services desired for this Software Quality Assurance Managed Services initiative, including the service environment, service descriptions with roles and responsibilities, service level request (SLRs) and desired reporting needs of Africa Prudential PLC.

Response Instructions: The Scope of Services are defined and detailed in the following fashion (including RFP section reference):

Required Services

- Application Requirements and Design
- Test Preparation
- Test Execution
- System and Integration Testing
- User Acceptance Testing
- Regression/Parallel Testing
- Quality Assurance
- Account Management

Optional/Periodic Services

- Performance Testing
- Data Migration Testing

Required Services are required for all Services, including the Base Fees, Data Fixes, Monthly Releases, and Large Testing Projects. The Optional/Periodic Services may be requested in addition to the Required Services. The capabilities to provide the Optional/Periodic Services should be built into the price for Required Services, so the only fees for the Optional/Periodic Services will be the hourly rates described in: Africa Prudential welcomes creative and innovative solutions in all aspects of this RFP, including locating service provider staff off-site (within Nigeria) and/or a mixed environment, provided that the stated services, service levels, and performance can meet/exceed expectations. Africa Prudential PLC is open to new models of sourcing. While we require a response as requested in the format directed, new ways of doing business will be considered in addition to the standard response. We encourage creative solutions. Service providers should demonstrate their understanding and experience with ALL stated goals, critical success factors, services, service levels and performance measurements of this RFP. In your response, please reference specific RFP section numbers or paragraphs that your solution addresses to aid in evaluation. Additionally, we encourage your responses to address each of the following components:

1. Understanding, acceptance, and role your organization would play in the goals and critical success factors stated in this RFP.
2. Estimated Africa Prudential PLC resources that service provider assumes are required for your specific proposal/solution, both in number and skill sets required or expected.

3. The repeatable methodology, approach and/or process used to implement the services requested, including scheduled reporting requirements and tools employed.
4. Any exceptions to the stated requirements and content of this RFP. A brief explanation of the exception and why.

In addition to responding directly to the requests in this RFP, service providers are encouraged to propose alternatives that they feel are in the best interest of both parties, which may improve Africa Prudential PLC technology environment, e.g., providing services from remote locations, alternative methods, toolsets, etc. Please be sure to clearly identify any alternative approach that is not included in the proposed pricing.

4.1 Software Quality Assurance Managed Services Goals and Critical Success Factors

The following are Africa Prudential' primary goals that are driving future change in Software Quality Assurance Managed Services:

- **Continued QA Success** – potential future options should include nearly 100% accuracy of identifying any software bugs prior to Production deployment as well as identifying those bugs in Systems Integration Testing prior to User Acceptance Testing.
- **Improved QA technologies** – potential future options should provide for enhanced tools in the areas of test management, test execution and logging, testing automation, system performance, reporting and monitoring.
- **Automation** – potential future options should include using state of the art automation of repetitive tasks such as regression testing to drive operating efficiencies and performance improvements. Africa Prudential PLC expects the Service Provider to incorporate automation at usage rates found in best practices for SQA automation.
- **Experienced software quality assurance resources** – potential future options should provide experienced resources that have relevant software testing knowledge and provide significant input and innovations into the testing process.
- **Leverage industry expertise** – potential future options should provide for a significant level of industry expertise. This expertise could include proprietary tools, resource training processes, shared services centers of excellence, software quality assurance leading practices, and knowledge databases
- **Minimize transition risk** – potential future options should reduce as much as possible any risk of transition to the new service delivery model. This includes the loss of institutional knowledge, specific system knowledge, and the loss of key resources.

Contract Term: The term of the contract that will be awarded at the end of this request process will commence upon Africa Prudential PLC execution of the contract and will extend no longer than the duration of the contract period required to complete designated deliverables, or a termination date which will be specified in the contract itself. Upon the acceptance of the final deliverable, the contract will be

deemed satisfied. Africa Prudential PLC makes no commitment to follow-on work following this process. Subsequent contract grants will be at Africa Prudential PLC discretion and based upon the quality of the work performed on this project.

Presentations and Demonstrations: Demonstrations will be presented to the Africa Prudential PLC team by selected vendors as part of the final selection process. These may be done in person or remotely via screen sharing. These presentations are intended for the selected vendors to demonstrate how their products will meet the specific needs of Africa Prudential PLC and it is the expectation of the Africa Prudential PLC team that the vendors chosen to present will highlight specific areas of their applications which meet the needs discussed in this RFP. The expectation is that there will be technical staff attending the vendor presentations to assist with functional questions.

Pre-Proposal Q&A Process: During the vendor review of the RFP Requirements, questions will arise which need to be addressed. These questions must be emailed to the points of contact, Yemisi Otasanya and xxxx, directly. Each question and its subsequent answer will be added to a Question Answer Matrix and made available to all participants in the RFP process. All questions of this nature are due by the Deadline for Questions as outlined above.

Additionally, there will be a webinar held for Questions and Answers on the Q&A Webinar date listed above. This will be an open forum for all that wish to attend and ask questions of the team about the project. The questions submitted in the Question Answer Matrix will not be covered during this session, however any questions answered during this session will be added to the Question Answer Matrix and distributed to all participants in the RFP process. Follow up questions that arise as a result of the Q&A Webinar are due by the Follow Up Question deadline above and will also be added to the Question Answer Matrix and distributed to all participants in the RFP process.

4.1 Scope Matrix

4.1.1 Response Instructions

This Scope Matrix contains specific Scope Requirements that define performance requirements of the RFP. While the Scope Matrix represents requirements, it is written from a “what” versus a “how” perspective to allow service providers the flexibility to deliver the service as efficiently as possible. The Scope Matrix, by design, does not include all tasks, deliverables, and accountabilities necessary for the Software Quality Assurance Managed Services initiative. Rather, it is intended to serve as the foundation that provides guidelines for Africa Prudential PLC and the service provider’s roles and responsibilities. It is expected that the Scope Matrix will

evolve based on the service provider’s solution proposed and will be accepted before being incorporated into the final agreement for Services.

The service provider will respond as follows:

Step 1: The service provider must provide a narrative response that describes the service provider service delivery model or approach for the services referred to as the service provider proposed approach. If a service provider cannot or will not deliver a specific service function as part of their proposed solution, please indicate that the function is not included and the reasons why within the proposed approach.

Step 2: In the Scope Matrices under the Responsibility column are the following three possible designation

Designation	Content and Expected Outcome
SP	Africa Prudential has identified this as an Activity that should be performed by the service provider. In each cell marked with an X, if the service provider agrees with the comment and responsibility as written than the service provider should insert an “Agreed” in the Comment field. Other comments should be provided only when needed to clarify the - 22 - responsibility designation or to indicate the rationale for why the service provider will not be fully responsible for the Activity (i.e., the Designation is changed to either Africa Prudential PLC or Joint). Excessive use of the comment field to alter the requested responsibility/Activity or to limit/restrict the acceptance of responsibility will be viewed unfavourably
Checks in both Boxes (Prior to contract execution, all joint tasks will be eliminated or re-written into multiple statements with either Africa Prudential or SP specified.)	Africa Prudential PLC will share responsibility with the service provider for the Activity. Service provider should leave this designation as Joint if they agree that it is a shared responsibility. Service providers must consider its responsibilities in their pricing and response narratives. If service provider does not feel that it is a shared responsibility, they should enter the appropriate designation (by striking through the original text (X) and adding their proposed response (i.e., please DO NOT simply delete the original text and replace it with your response)) and indicating their reasons for changing the designation in the Comments column.
Africa Prudential PLC	Africa Prudential will retain responsibility for the Activity. Service provider should not change this designation. Service provider can include information in the Comments column if they feel that they can provide or support the Activity under their service delivery model.

Step 3: The Comments column is intended to provide clarifying remarks where necessary. The service provider should enter comments only where it

is important to clarify a proposed position or to provide rationale for proposing a responsibility that is different than shown in the scope matrix. In the event comments are provided, the explanations should be brief. Detailed explanations should be provided in the service provider Services Solution response document noted in **Step 1** above

Ref ID	Principal Activities	Responsibilities		SP Comments
		SP	Africa Prudential PLC	
4.1.2	Application Requirements and Design			
a	Participate in application requirements and design sessions	X		
b	Provide a three-month rolling forecast for application development projects.		X	
4.1.3	Test Preparation			
a	Provide overall Africa Prudential PLC testing strategy and architecture including standardization and Africa Prudential PLC education.		X	
b	Set-up test environment which consists of hardware, software, and applications. Support the operation and maintenance of approved testing tools.		X	
c	Prepare test data for all combinations to be tested.	X		
d	Identify the test cases/scripts for which an automated script can be created, if applicable.		X	
e	Plan for automating the test cases, where applicable.	X		
f	Create a requirements traceability matrix for all testing.	X		
g	Confirm that the test scripting follows the approach and test categories that have been identified in the project test plan.	X		
h	Create dry run test cases/scripts to verify that they execute properly.	X		
i	Provide final test plans/scripts/data.	X		
j	Principal Activities Responsibility	X		
k	Review/approve test plans/scripts.		X	
	Test Execution			
a	Retest failed test cases/scripts or modified scripts for testing the defect/deviation correction, if applicable.	X		
b	Record, track, and report all defects/deviations, as well as resolve script and tester defects.	X		
c	Respond to service provider requests for specific information within the time frames agreed upon with respect to the business requirements, functional requirements and design documents for purposes of modifying test scripts for testing the defect/deviation correction as applicable.	X		

d	Review the executed test scripts.	X		
e	Review the executed test scripts by the agreed appropriate project team members.	X		
f	Provide test results in an agreed-upon format that meets the standards and criteria specified by Africa Prudential PLC.	X		
g	Provide final executed test scripts in a format that meets the standards specified by Africa Prudential PLC.	X		
h	Review and/or approve the test results based on criteria defined in the Africa Prudential PLC Standards for executed test scripts.		X	
i	Provide test summary report, including scanned copies of executed test scripts, consisting of screen prints and reports, in a format acceptable to Africa Prudential PLC.	X		
j	Document and provide recommendations for the system, i.e., observations of system usability, suggested enhancements, and performance improvement.	X		
k	Review recommendations.		X	
4.1.5	System and Integration Testing			
a	Provide test plans, test cases, and test scripts for integration testing.	X		
b	Review and approve testing documentation.		X	
c	Set up and document all test data as described in the test scripts.	X		
d	Document steps for which integration of each component shall occur in the project's test plan.	X		
e	Assemble into functional subsystem and system components which have been individually tested in accordance with the project's quality assurance and configuration management plans.		X	
f	Verify activities consisting of installation of components into the environment where they shall reside when assembled into an application and that installation procedures work.		X	
g	Perform integration testing iteratively with increasingly larger and more complex combinations of components.	X		
h	If multiple systems are involved, perform integration testing with other systems that interface with the current system, consisting of data feeds, where applicable and specified in a project test plan.	X		

i	Use real production data, when possible, in integration testing to work to provide consistency between specifications and the desired business process.	X		
j	Document all test results, as well as any deviations that have been discovered. Provide test plans, test cases, and test scripts for system testing.	X		
k	Review and approve all testing documentation.		X	
l	Document and set up all test data as described in the test scripts.	X		
m	Verify that all functions detailed in the specifications are carried out correctly	X		
n	Verify that screen design (when needed) has been implemented per specifications	X		
o	Verify that all business rules have been implemented according to specification.	X		
p	Verify the end-to-end process to work to confirm that fully integrated features behave according to specification.	X		
q	Verify that every logical path through the system or program is implemented and functions as designed per approved test plan.	X		
r	Perform negative testing.	X		
s	Use real production data, when possible, in systems testing to work to confirm consistency between specifications.	X		
t	Document all test results, as well as any deviations that have been discovered in a format acceptable to Africa Prudential PLC.	X		
4.1.6	Regression/Parallel Testing			
a	Identify agreed appropriate test scripts to execute for regression testing based on impact analysis.	X		
b	Provide test plans, test cases, and test scripts for regression testing.	X		
c	Review and approve all testing documentation.	X		
d	Automate test scripts where applicable.	X		
e	Run automated testing suites (where applicable) as determined by the test scripts.	X		
f	Document all test results, as well as any deviations that have been discovered in a format acceptable to Africa Prudential PLC.	X		
4.1.7	User Acceptance Testing			
a	Provide test plans, test cases, and test scripts for user acceptance testing.		X	
b	Review and approve all testing documentation.	X		

c	Create any test data required by Africa Prudential PLC to perform User Acceptance Testing (UAT		X	
d	Author UAT scripts, as required.	X	X	
e	Assist the business/ Africa Prudential PLC in test scripting for UAT, as required	X		
f	Support the business while they are performing UAT.	X	X	
g	Execute UAT scripts.		X	
h	Document all test results, including any deviations that have been discovered in UAT.	X		
Quality Assurance				
a	Help facilitate continuous, proactive improvement of products and processes.	X		
b	Build quality into the process by following a standard project management framework, system development and validation lifecycles, as well as standard operating procedures (SOPs).	X		
c	Conduct quality assurance testing on production releases of in-scope applications packages and standard images.	X		
d	Update appropriate SOPs in the Policy and Procedures Manual to reflect roles and responsibilities transitioned to service provider and any changes thereto.	X		
e	As appropriate SOPs changes, be responsible for additional training requirements, including Africa Prudential PLC.	X		
f	Review recommended changes to processes and, if Africa Prudential PLC determines appropriate, approve.		X	
g	Work with service provider to enable service provider to update SOPs to reflect roles and responsibilities that have transitioned to service provider and any changes thereto.		X	
h	Provide access to Africa Prudential PLC online training system for applicable regulatory and compliance training courses		X	
i	Update Africa Prudential PLC training record system to reflect training taken by service provider upon notification from service provider that training has been completed.		X	
j	As SOPs change, work with service provider to identify additional training requirements.		X	
4.1.8 Account Management				
a	Develop and document account management/reporting requirements and policies.	X		

b	Develop and document account management reporting procedures.	X		
c	Develop and document criteria and formats for administrative, service activity and service level reporting.	X		
d	Develop and implement customer satisfaction program for tracking the quality of service delivery to Africa Prudential PLC.	X		
e	Coordinate program with other service providers (if necessary).	X		
f	Approve account management reporting procedures.		X	
g	Measure, analyze, and report system and service performance relative to requirements.	X		
h	Prepare performance and other service level reports and provide as scheduled.	X		
i	Prepare and provide activities reports and others as defined.	X		
j	Prepare reports on statistics, root cause analysis and trends as requested.	X		
k	Develop plans and procedures to ensure financial transparency in operations.	X		
l	Provide any/all information required to satisfy audit requirements.	X		
m	Produce monthly scorecard from data within the service provider tools.	X		
n	Capture data required to support SLAs and operational metrics.	X		
o	Submit all required performance reports as defined by the MSA and supporting schedules.	X		
p	Implement a continuous improvement program.	X		
q	Report on identified performance improvements.	X		
r	Identify and recommend to Africa Prudential PLC opportunities to reduce costs.	X		
s	Participate in management planning processes.	X		
t	Optional Services	X		
4.1.9	Performance Testing (Load/Stress)			
a	Provide performance testing requirements for new systems or major overhauls to existing systems.	X		
b	Provide test plans, test cases, and test scripts for performance testing.	X		
c	Review and approve testing documentation.	X		
d	Compile realistic test data to simulate increased load/volume.	X		

e	Simulate increased number of users to support stress testing.	X		
f	various sites/locations and supporting networks as specified by Africa Prudential PLC, including applications to be implemented at multiple sites/locations.	X		
g	Confirm testing at all applicable sites/locations.	X		
h	Automate test scripts where applicable.	X		
i	Provide and document click streams for test scripts .	X		
j	Provide detailed reports and metrics regarding performance outcomes to see where the system or program is both performing well and performing poorly.	X		
k	Perform system tuning according to results of performance testing.	X		
l	Document all test results, as well as any deviations that have been discovered in a format acceptable to Africa Prudential PLC.	X		
	Data Migration Testing			
a	Provide test plans, test cases, and test scripts for data migration testing.	X		
b	Review and approve testing documentation.	X		
c	Verify that existing data still behaves as expected and is unaffected by system/application changes.	X		
d	Verify that database fields are updated with the correct data according to business rules.	X		
e	Verify that data is written to the correct fields in the correct tables.	X		
f	Verify that data is read from the correct tables and correct fields.	X		
g	Verify that data has been correctly migrated from old tables to new tables where agreed necessary.	X		
h	Verify all scheduled jobs to help confirm that they are running per the specifications. Verify that data is formatted correctly as per the specifications.	X		
i	Perform data migration qualification.	X		
j	Perform data migration dry run.	X		
k	Document all test results, as well as any deviations that have been discovered in a format acceptable to Africa Prudential PLC.	X		

4.1.2 Resources to Be Provided by the Vendor

End to End Testing Environment, to persist over the lifetime of the software usage at Africa Prudential PLC, which allows for testing of all aspects of the software implementation, including third party software integrations.

4.1.3 Deliverable Overview and Specification

All technical deliverables will be expected to conform to a standard format to be agreed upon during final contract negotiations. This standard format will outline:

1. How documentation will be provided
2. How testing was conducted
3. How User Acceptance testing can be conducted.
4. Defect report process flow
5. Defect resolution plan

5.0 VENDOR INFORMATION

This section specifies the requirements that submitting companies must address to participate in the vendor's competition and receive work associated with this request for proposal. Provide a complete and accurate response to each requirement. If necessary, supporting documents can be attached as an appendix.

5.1 Organization

1. Provide an overview of your company, including date of incorporation, operating locations, number of employees, area(s) of specialty and number of successful projects.
2. Provide information about the specification of the project organizations with which you have experience (e.g., onshore, offshore, onshore PM, offshore dedicated development team, etc.)
3. Describe how you screen and hire staff. What level of skill and certifications, if any, must they have? How do you evaluate their experience and performance? What was your staff turnover rate throughout the preceding three (3) years for each year? Do you require background checks on all employees? How often is a background check updated on existing employees? Do you employ any overseas resources?
4. Relevant Experience in Similar Projects. Please provide a brief description of the project, project scope, size of the team, duration of the project and project management model.
5. Describe the success of this experience and whether or how lessons learned were implemented.

5.2 Quality Testing

1. Describe your experience levels and Certifications with quality testing. How do you ordinarily scope, estimate, assign resources and measure progress?
2. Do you use internal staff for project management, or do you use third party system integration teams?
3. Which testing software would you choose for this project and why?

5.3 Technical Experience

1. Describe your experience with Visual Studios, any past automation testing experience with this technology, are any team members certified.
2. Describe your testing methodology and QA approach. Which testing tools and instruments do you use? Which methodologies do you use? What standard documentation do you produce during the development process?

5.4 References

Provide a minimum of three references within the past two years to whom products or services similar in scope to the requirements of this RFP have been provided, in

the following form: the name of the person who may be contacted, position, email address and phone number as well as the main location physical address.

6.0 VENDOR PROPOSAL

All vendors shall develop a proposal response to this RFP which addresses the full scope of work identified in the request. The following sections outline the mandatory elements of the proposal. In their proposal, bidders may include additional elements which are not specifically called out in this request, if they believe that such data is necessary for African Prudential PLC to properly understand and evaluate the offering.

6.1 Project Approach

Describe the approach you are taking towards this project. How do you propose to initiate, maintain and close out the project? Include specific references to the project methodology and the desired relationship between African Prudential PLC and your company.

Staffing Proposal Describe the skill sets, numbers and locations of the individuals you propose to staff this project. Briefly provide an overview of the contributions you would expect each unique skill set to provide to the project.

6.2 Overview of Deliverables

Describe your estimating methodology and the methods you employed to determine the effort associated with a software development testing. Provide sample data from your existing process to illustrate this methodology.

6.3 Project Cost Proposal

Provide a cost proposal which includes the total cost to be charged as well as the cost broken down.

6.4 Proposal Assumptions

List any assumptions you have made regarding how you will execute the project or regarding the activities of Africa Prudential PLC in executing this project, or any other assumptions you may have made.

1. **Proposal Risks and Mitigations** List any risks you have identified associated with this project. Indicate your best assessment of the likelihood and impact (High, Medium, Low). Identify the proposed response to those risks:
2. Accept the risk
3. Mitigate the risk with appropriate mitigation details

6.5 Africa Prudential PLC Time and Support

Provide any requirements for Africa Prudential PLC time and resources that will be required to support the project effort. Be clear about the skill sets and types of interaction required from Africa Prudential PLC.

7.0 METHOD OF EVALUATIONS AND AWARD

All proposals received will be logged and accepted into the process. Only those answering all items in the Vendor Proposal (6.x) and Evaluation Criteria (7.1) will be considered for evaluation. All non-conforming proposals will be indicated as "Disqualified".

7.1 Evaluation Criteria

An evaluation team composed of Africa Prudential PLC employees and other stakeholders will review the proposals. The following criteria will be used to evaluate the proposals for the purpose of ranking them in a relative position based on how fully each proposal meets the requirements of this RFP.

Items to be included on the will include:

1. Overall Initial Cost
2. Yearly Costs
3. Customer Service References
4. Ability to expand system to meet future needs
5. Training offering / ease of implementation
6. Along with the above, the items from section 4.3 of this RFP will be scored using a point system:

The point system will work as follows (0-5):

1. The proposed methodology/system cannot meet the requirement and no customization or third-party integration is available to meet the criteria.
2. The proposed methodology/system cannot meet the requirement, and no customization can be added to meet the requirement, however an additional software purchase is available to integrate with the proposed system to meet the requirement.
3. The proposed methodology/ system cannot meet the requirement; however, a major software development effort, customization or module can be added to the proposed system and / or an additional software purchase is available to integrate with the proposed system to meet the requirement.
4. The proposed methodology/system does not currently meet the requirement (50%-80% functionality available), however existing modules can be utilized and customized to meet the requirement, no additional software purchase or major software development effort required.
5. The proposed methodology/system somewhat meets the requirement (80% functionality available), the existing module or component can be customized slightly to meet the requirement.
6. The proposed methodology/system fully meets the requirement.

7.2 Discussions and Best and Final Offers

Africa Prudential PLC may, at its sole option, either accept a vendor's initial proposal by award of a contract or enter into discussions with vendors whose proposals are deemed reasonably susceptible of being considered for an award. After discussions are concluded, vendors may be allowed to submit a "Best and Final Offer" for consideration.