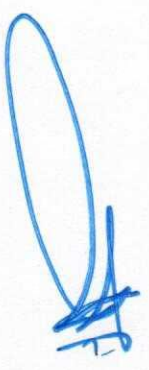


**RECORD OF BIDDER CLARIFICATION ( BATCH 3 )**  
**DESIGN, SUPPLY, IMPLEMENT AND COMMISSION AN INTEGRATED HUMAN CAPITAL MANAGEMENT SYSTEM (HCM)**  
**FOR THE GOVERNMENT OF UGANDA**

**PROCUREMENT REF NO. MOPPED/FINMAP III/ CONS/18-19/00015**

SN	Question asked	Response given
1.	<p><b>Section II: Bid Data Sheet- ITB 17.3</b></p> <p>“The Joint Venture submitting the bid provided the Joint Venture has been legally constituted, or else it shall be issued in the name of all partners proposed for the Joint Venture in the bid.”</p> <p><b>QN:</b> If in our Joint Venture Agreement one of the partner’s responsibilities is to prepare and provide the bid security and this is explicitly stated; can the bid security then be issued only in the name of that one partner?”</p>	<p>No, the bid security should be issued in the name of the registered Joint Venture</p>
2.	<p><b>TABLE 4 –General Functional &amp; Technical Requirements 33.42</b></p> <p>The bidder must implement the disaster recovery solution for the HCM ensuring that the application can recover in the event of a disaster at the primary data centre.”</p> <p><b>QN:</b> Please confirm the expected Recovery Time Objective &amp; Recovery Point Objective required with reference to the above.</p>	<p>As per this requirement, the proposed HCM solution must have inbuilt controls and fail safe mechanisms to recover in the event of application failure. HCM is a mission critical application and therefore, its design must provide compensating controls in line with best practices. The Recovery Priority for HCM is Tier 1, Target Restoration Time (RTO) will depend on severity, and will vary from 1- 4 hrs, while the Target Maximum Data Loss (MDL) is 1 hr.</p>



<p>3. TABLE 4 –General Functional &amp; Technical Requirements</p> <p>33.50 -The Bidder shall propose a complete set of the optimal infrastructure and computing requirements including system software to run the system at the Government Data Centre</p> <p>33.51- The Bidder shall propose a complete set of the minimum required hardware needed to run the HCM system. This will help the government to plan for proper hosting environment in the National Data Centre.</p> <p>33.52- The bidder shall provide technical specifications for the following virtual servers:</p> <ul style="list-style-type: none"> <li>• Web servers that include Production web servers, staging web servers, and Training web servers.</li> <li>• Application servers that include Production application servers, staging application servers, and Training application servers.</li> <li>• Database servers that include Production database servers, Staging database servers, and Training database servers.</li> </ul> <p>QN: Please advise the hypervisor (if any) used in the national data center &amp; disaster recovery sites. Do we have an option to provision bare metal &amp; install our own hypervisor?</p>	<p>The hypervisor in use is VMware. There is no option of providing bare metal. Government shall provide the hypervisor</p>
<p>4. 1.6 - Performance Management</p> <p>Are all public officers eligible for performance evaluation followed by performance related pay-outs? Provide the eligibility and categorization</p>	<p>Yes, all Public Officers are eligible for performance evaluation but don't ordinarily get performance related pay-outs. However, Government has a Rewards and Sanctions framework through which Officers may occasionally be awarded financial rewards or be subjected to financial sanctions</p>

<p>5. Do you have a well-defined competency framework which will help perform the translation of strategy into staffing requirements? Provide examples of how do you manage the competencies as of today</p>	<p>GOU has a Competence dictionary for the Public Service which provides competency general framework for competencies across all grades of personnel.</p> <p>Competence profiles specific to a particular job/profession are provided for in the schemes of service for respective categories of Public Officers. However, some categories don't have schemes of service in existence.</p>
<p>6. If you use competencies, how are the competencies defined across the MDA/LGs?</p>	<p>Competencies are defined based on the behavioural and technical attributes of Public Officers. Focus of the competence definition is divided into levels of skills knowledge and proficiency from level 1 to level 4 where the former is the lowest and the latter is the highest following an incremental path as follows:</p> <ol style="list-style-type: none"> <li>1. The learning level</li> <li>2. The working knowledge level</li> <li>3. The Experienced knowledge level</li> <li>4. The Expert knowledge level</li> </ol>
<p>7. Are the competencies and the competency requirements associated with the roles like jobs and positions or specific to the MDA/LG?</p>	<p>The competencies and the competency requirements are associated with the roles, responsibilities, jobs and positions</p>
<p>8. a. Is the objective planning and setting process initiated and concluded at the same time across all the MDA/LGs? b. How is the objective planning managed for all the entities?</p>	<p>Timelines for objective planning and setting process vary per category as follows:</p> <ol style="list-style-type: none"> <li>1. At appointment for officers on probation. This can happen any time of the year</li> <li>2. At the beginning of a financial year in the case of confirmed officers;</li> <li>3. At the beginning of calendar year, for teachers</li> <li>4. At the signing of a contract for Officers on contract terms of appointment.</li> </ol>

9.	Is the performance evaluation process initiated and concluded at the same time across all the MDALGs?	No, Different categories have specific timelines for initiating and concluding performance evaluation as follows: 1. After every three months for officers on probation. This can happen any time of the year 2. At the end of financial year in the case of confirmed officers; 3. At the end of calendar year, for teachers 4. At the end of a period of twelve months for Officers on contract terms of appointment.
10.	How is the objective planning and performance evaluation assessed across the MDALGs? Is the performance function centralized or it starts and ends at each individual MDALG?	This is decentralised. It starts and ends at MDAs and LGs except for Permanent Secretaries who report to the Head of Public Service and Responsible Officers who report to the Permanent Secretary Ministry of Local Government. In all situations, copies of performance reports for Central Government Entities are given to MOPS and those of all LG Departments to the Responsible Officer of a Local Government. Performance reports are also availed by Responsible Officers to respective Service Commissions as and when required.
11.	How do you manage the performance to pay cycle, meaning merit increments and bonuses based on performance?	Government is not implementing a performance related pay. Special considerations were explained in No.4 above.
12.	Are you seeking a functionality to manage and automatically translate the performance information into merit/salary increments and bonus pay-outs with a worksheet and approval functionality and an automated integration to payroll post approval?	Yes, the system must provision a functionality to manage and automatically translate the performance information into merit/salary increments and bonus pay-outs with a worksheet and approval functionality and an automated integration to payroll post approval
13.	Do you issue appraisal letters, merit increment and bonus payout letters to employees? If yes, what is the approximate count of letters to be developed?	There are Recognition/commentation Letters or Certificates for exceptional performance. Confirmation of completed appraisal should be submitted to each employee at the end of each cycle.

14.	<b>Training and Development</b> Is the training and development centralized or it starts and ends at each individual MDA/LG?	Training and development is decentralised at each individual MDA/LG
15.	Are the training catalogues and calendars common across the MDA/LG?	Some generic training catalogues and calendars are common across MDA/LG.
16.	Are the trainings planned and courses conducted for Public officers from different the MDA/LGs at the same time?	No. Trainings/ courses are planned and conducted at different times except if it's in in batches.
17.	Will each MDA/LG have its own training catalogue?	Yes, each MDA/LG will have trainings that are specific to its needs.
18.	How do you currently manage the learning content for training and development?	This is currently done manually.
19.	Who owns the training budget and how is it distributed to the individual MDA/LGs?	Each MDA/LG owns its training budget.
20.	Is the training content developed internally? If not, Do you have any tie ups with external agencies who provide you with the training content?	Training content is developed both internally and externally but owned by MDA/LGs.
21.	What types of training content is used for training purposes? For example PPT, Word documents, Flash content etc.?	The types of training content vary depending on training.
22.	<b>10 - Time and Attendance Management</b> How is the time captured currently for Public officers? What are the different sources of time for example - excel sheet, biometric devices etc.	Currently time is captured using a mix of methods due to different maturity levels of the MDA/LGs. Majorly, there are manual attendance registers and Biometric Clock-in devices.

23.	If the time is captured via biometric devices, is the device same across all MDAL/Gs?	In MDAL/Gs that capture time via biometric devices, the devices are not the same across. Please also take note of these requirements: <b>On Page 256, Requirement 10.6 , 10.8</b> The system must have ability to upload Time and Attendance data from 3rd party systems through file upload / data extraction. It should also be compatible with biometric access and attendance systems. <b>On Page 262, Requirement 13.9</b> The system must provide a native mobile app accessible on iOS/Android and able to capture attendance.
24.	Is the captured time available in a single database to be further used for T&A analysis and payroll?	No, currently the time captured is in various databases of various MDAs/LGs that have machines. For HCM, it will be single database <b>Refer to Page 256, Ref: 10.3, 10.4, 10.5</b> The proposed solution is expected to register time and attendance details of every staff member, both Manual and Automated with the former having the majority in one single database. The System shall also effect sanctions and rewards and/or link to Payroll module. Time entry is currently not linked to payroll but this is a required functionality
25.	Is the time and attendance managed centrally or by each MDAL/G separately?	The time and attendance is managed by each MDAL/G separately
26.	Will each MDAL/G have its own time keeper/ time manager?	Yes, each MDAL/G will have its own time keeper/ time manager. However, MoPS will have a monitoring role across the service
27.	Will any employee fill online time sheets?	<b>Yes, please Refer to Page 262, requirement 13.9</b> The system must provide a native mobile app accessible on iOS/Android and able to capture attendance.
28.	Provide the approximate count and types of shifts in use across the MDAL/Gs	2 – 4 types of shifts are used across MDAL/Gs

29.	Can we assume that the time evaluation and calculation rules same for all MDA/LGs?	Yes, the time evaluation and calculation rules are the same for all MDA/LGs
30.	How is the rostering planning done? Provide an example of the roster either weekly or monthly	Roster planning varies from weekly to monthly.
31.	Who does the rostering and planning and how is it published?	A designated officer in charge at the respective MDA/LG.
32.	<p><b>1.12. Employee information Management Functionality - a. Public Officer Management Functionality</b></p> <p>Different sources of employee information are mentioned with which the HR system is expected to be integrated.</p> <p>Source I: Integration with the National ID database</p> <p>Source II: Tax Identification Number (TIN) from URA database</p> <p>Source III: Unique Supplier Number from IFMS – MOPPED database</p> <p>Our understanding is that the new HR system is the source of truth and that the above sources will be used by the HR teams to validate the new joined information. Is that correct? OR Is it expected that the HR system should validate the data stored in the above mentioned sources at run time?</p>	<p>Data will be cleaned and validated using data in the 3 systems stated prior to migration into the new HR System.</p> <p>For new employee record being created on HCM, Integration will enable validation and/or capture of data from the sources at run time. Please refer to Item 67 in the Record Of Minutes Of Pre-proposal meeting.</p> <p><b>Source I: Integration with the National ID database – validate bio data</b></p> <p><b>Source II: Programme Budgeting System – validating budget allocation</b></p> <p><b>Source III: Unique Supplier Number from IFMS – MOPPED database – obtain supplier number.</b></p>
33.	<p><b>12 - Employee self service - 12.7</b></p> <p>Is there any existing ticketing tool or you are looking for a HR ticketing tool as part of the proposal?</p>	<p>There is no existing ticketing tool and Yes an HR ticketing tool is part of the proposal as a requirement.</p> <p><b>Page: Ref 12.7</b> Public Officers shall be able to access the ticketing system through the self-service module so as to log issues or requests for services in regards to payroll, pension and gratuity, password resets, leave management, etc.</p> <p><b>Page 295; Ref 35</b> Service Management Tool Requirements</p>

<p>34. Are there any employees who will not have access to the system to perform self-service transactions? If yes, who will manage their requests and how is it done currently?</p>	<p>Self-service functionality will be availed for access by all Public Officers. However, some employees may have limitations of access to connected devices/infrastructure.</p> <p>These employees will be allowed to submit manual requests until they have access to submit the request online within a defined period. An administrator account should be set up to allow another officer (HR, Supervisor) at the respective vote to initiate a request on behalf of such an employee.</p>
<p>35. How many managers/ supervisors on an average per MDA/LG and would access the 'manager self service'?</p>	<p>At a minimum, each MDA/LG will have 4 managers/supervisor accessing the "manager/Administrator self-service". This requirement will be discussed at length during requirements validation phase with BEB.</p>
<p>36. <b>General Query - Employee expenses</b> How are you managing employees expenses claims for process like business trips, medical claims etc.? Are you using the i-Expenses module available under Oracle Financials?</p>	<p>Employees expense claims are processed and paid on IFMS and therefore out of scope for this bid.</p>
<p>37. <b>13 - Monitoring and Analytics, 32 - General Reporting</b> a. What is the approximate count of reports per module/ HR function you are looking forward to?</p>	<p>Please refer to Item 25 in the Record Of Minutes Of Pre-proposal meeting.</p>
<p>38. b. What is the approximate count of dashboards per module/ HR function you are looking forward to?</p>	<p>On average, 3 dashboards per module/functionality</p>
<p>39. Can we assume that the reporting requirements are same across the MDA/LG, meaning a report developed would be used by everyone? If there is a deviation, how much %deviation we can expect per MDA/LG?</p>	<p>For the most part, reporting requirements will be the same across the MDA/LG. Viewing of the report will be limited to the respective institution and authorised personnel. Deviations will be based on workflows.</p>



40.	Is there any requirement for integrated reporting to report on data which is available in the HCM and payroll applications as well as the applications with which the HR and payroll applications are integrated? If yes, provide few examples	Yes, integrated reporting is required to report on data interactions with GOU systems integrated with reference to requests made and processed. Such as Payroll reconciliation, Validated Employees, Wage performance reports.
41.	Do employees request any HR issues letters for example salary certificates, experience letters etc.? If yes, provide the count of such letters/ certificates	Employees can submit HR related requests through self-service. Please refer to Self Service requirement and the Employee information in Section VI
42.	Are you currently using any HR reporting tool which generates reports and those reports need to be retained or enhanced? Specify the count of reports which are in use and needs to be migrated to the new HR system as it is or with minor enhancements	We are currently not using an HR reporting tool. We have been running queries and we would like to have the reports enhanced. All reports will be developed in the new system. Please refer to: <ul style="list-style-type: none"> <li>• Item 25 in the Record Of Minutes Of Pre-proposal meeting for the list of reports that will be reconfigured in the New HR system</li> <li>• Page 282 Ref 32.1 and 32.2</li> </ul>
43.	Should have the ability to convert as email correspondence: Can you elaborate on this requirement?	The system should have the capability to convert a generated report and send it as email and/or attachment to specified recipients.
44.	<b>14 - Business process improvement and reengineering</b> Is this business process analysis and re-engineering phase expected to be part of the same project duration and analysis phase or is it required to be executed before the implementation of the HR system begins? This would mean that the business process are in place which then could be mapped to the HR system	Yes, business process analysis and re-engineering phase is part of the same project duration It will be done at the start/initiation phase of the project prior to implementing the HR system. The reengineered processes shall be mapped to the HR system.
45.	What are the business functions across which you are expecting business process analysis and re-engineering? Can you mentioned the HR processes names and the count?	All HR processes shall be analysed and re-engineering proposed.

46.	Who from business users side would be involved in this phase?	The Business process owners and sample users from different categories of institutions.
47.	<b>18 - General IT Security Requirements</b> Do you have a central IT team who would support the application and administer the updates?	Yes, there is a central IT team who will support the application and administration of the updates in conjunction with the solution provider's support and maintenance team.
48.	What is the structure of the IT team? Is it a shared service which supports all MDA/LGs?	The HCM IT team is centralised at the Ministry of Public Service and at the National Data Centre. They will support all MDALGs in liaison with existing in house IT officers
49.	How many system administrators would be accessing the application?	The system should have a provision to allow the creation of multiple system administrators. As per the training plan, the solution provider will be expected to train a minimum of 5 System Administrators and 5 Database Administrators.
50.	<b>19 - User Profile Management, 20 - Login / Authentication Controls</b> What is the GOU wide LDAP service being used?	There is GOU wide LDAP (Microsoft active directory) service being used.
51.	Do you have any single sign on solution in place?	There is no single sign on solution in place. However, it's under development under the integration platform – the identity and access management module.
52.	<b>29 - Messaging and Notification</b> Messaging via mobile platforms: Do you mean communication via SMS gateway? If yes, so you use any specific SMS gateway currently?	Yes, messaging via mobile platforms shall be via SMS gateway. The SMS gateway will be provided at the National Data Centre
53.	Approximately, how many processes need SMS feature?	The SMS feature should not be limited to a specific number of processes. Please refer to <b>Page 290 Ref 33.70, Page, 35.8</b>

<p>54. <b>General Query - Integrations/Co-Existence</b>  What is the current existing infrastructure and architecture in place which is being used for existing integrations?  Can you share an architecture diagram which details the technology used</p>	<p>This shall be provided during inception phase</p>
<p>55. Are existing integrations are based on SOA and web services? Please explain the approach used</p>	<p>The existing integration (NSIS and PBS) with IPPS is both SOAP technologies for calling Web services.</p>
<p>56. Do you wish to continue using the existing infrastructure and architecture for integrations to build the integrations with the new HR system? If you have any specific enhancements to be done, please highlight</p>	<p>No, bidder will be required to build APIs based on Integration requirements stated in the bid doc (Page 177 – 179)</p>
<p>57. <b>1.1. Integrated Financial Management System (IFMS)</b>  Can you specify the modules which are implemented under the IFMS on Oracle?</p>	<p>No HR Modules will be implemented on the IFMS oracle.  Integration will be required between the HCM and the IFMS Oracle</p>

<p>58. Our understanding is that IFMS is used for payroll accounting and processing employee payments. For every new employee, a corresponding supplier is required to be created on IFMS. IFMS is the source of the supplier number, bank details which needs to be updated back to the employee database. IFMS processes the payments based on the payment information received from the payroll system and then sends back the status of the payments back to payroll Reconciliation should happen using reports between the payroll and the IFMS processed payments Can you confirm the above understanding is correct for each instance of the payment to be done via payroll? If possible, share an architecture or data flow diagram</p>	<p>Yes, IFMS is used for payroll accounting and processing employee payments.</p> <ul style="list-style-type: none"> <li>• For every new employee, a corresponding supplier is created on IFMS based on employee payment information from the HCM which includes Bank details.</li> <li>• IFMS processes the payments based on the payment information received from the payroll system and then sends back the status of the payments back to payroll module on HCM.</li> <li>• Reconciliation should happen using a payment status output from the IFMS using the integration processes.</li> </ul>
<p>59. Can you elaborate on how the payments are processed for the public officers via IFMS?</p>	<p>HCM solution will not handle payments and it's the basis for requiring integration with the IFMS which performs this function. Therefore, how the payments are processed for the public officers via IFMS is not in the scope of this project.</p>
<p>60. <b>1. Integration with other Government Systems – NSIS, PBS, EDMS, IFMS, PDMS</b> Our understanding is that the integration is currently in place for the IPPS system and that the integration points need to be replaced with the new HR system without change in the underlying technology and workflow. Please confirm</p>	<p>No, bidder will be required to build APIs based on Integration requirements stated in the bid doc (Page 177 – 179) for the HCM.</p>
<p>61. <b>1. Integration with other Government Systems -</b> <b>1.3. Programme Budgeting System (PBS)</b> Is PBS your budgeting system for all HR related functions? What are the different types of budgets maintained on the PBS?</p>	<p>Yes, PBS is the budgeting system for Government including HR related functions that input the following types of budgets on the PBS:</p> <ul style="list-style-type: none"> <li>• Payroll and wage budget data</li> <li>• Pension and gratuity budget data</li> <li>• PBS approved budget data</li> </ul>

62.	For each type of HR budget maintained on PBS what is the different type of information that the HR system should deliver to PBS?	The different types of information will be delivered by the HR system to PBS: <ul style="list-style-type: none"> <li>• payroll performance data</li> <li>• pension and gratuity performance data</li> <li>• Recruitment plan</li> <li>• Establishment Quotas</li> </ul>
63.	Is the data from HCM required individually for each MDA/LG or for consolidated data for all MDA/LGs to be provided?	Data is required individually for each MDA/LG
64.	Is the budget approved and maintained individually for each MDA/LG?	Yes, the wage budget is approved and maintained individually.
65.	<b>1. Integration with other Government Systems -</b> <b>1.4. Electronic Document Management System (EDMS)</b> Is the expectation only to provide access to the user to the documents repository/ folder on EDMS?	Yes, the expectation only to provide access to the user to the documents repository/ folder on EDMS
66.	How is the access and retrieval of documents currently managed?	Each employee record in IPPS with a corresponding digital file in EDMS has a hyperlink to access the indexed copy of the scanned file in the EDMS.
67.	<b>General Query - Integrations/Co-Existence</b> Apart from the third party/ Government applications mentioned in the RFP, are there any in house built or third party applications which you want to be integrated with the new HR and payroll systems? Provide the list with the details for each application	Yes, integration will be required for example, biometric devices. The System should be implemented with the capability to integrate with in house built and/or third party applications in the post implementation stage. (Highly interoperable)

<p>68. <b>General Query - Warranty Support</b></p> <p>Are you open to have an onsite - offshore model during the support period post go-live of each phase? Do you have any preferred approach based on the Government requirements for the support?</p>	<p>Yes, GOU is open to have an onsite - offshore model during the support period post go-live of each phase. GOU's preference is to have the service provider develop local capacity that will continue with the support of the system after it is handed over to the Purchaser as part of the implementation of the Technical aspects of the system to ensure issues logged are resolved within the defined SLA timelines.</p>
<p>69. <b>3. Project Implementation Approach</b></p> <p>We understand that you intend to cover the implementation of the entire program over 3 phases to cover all the MDA/LGs. Can the implementation for PHASE 2 begin immediately after the PHASE 1 go-live or is it required only to start after the warranty/support period?</p>	<p>Implementation for PHASE 2 is expected to begin immediately after PHASE 1 <b>operational acceptance certificate has been issued</b> (approximately 60days after go live) . Warranty for each phase shall also commence after go live.</p>
<p>70.</p> <p>Are you open for an ONSITE-OFFSHORE implementation approach?</p>	<p>GOU preference is onsite implementation. Offshore implementation shall be to support service provider's core Technical lead engineers on ground/onsite.</p>
<p>71.</p> <p>Will you provide remote access to your environments for offshore team for development activities?</p>	<p>Yes, remote access to the HCM environments for offshore team for development activities will be provided. However this is subject to provision of local counterpart core Technical lead team onsite.</p>
<p>72.</p>	<p>Locations for training of technical, super users and TOTs may vary based on requirements stipulated Please refer to "4. Capacity Building and Training Requirements" requirement number : 5, 10, 11, 16 End user training shall all be conducted in Uganda by TOTs.</p>
<p>72.</p> <p><b>General</b> Can the Training be centralized in Uganda? Or the Ministry is specific to conduct the trainings outside Uganda for some of the entities. If so, how many of such entities should be there?</p>	

73.	<p>The authorisation refers to the "document giving authority to the person signing the bid submission" on behalf of the bidder or joint venture or consortium.</p> <p>Please refer to the Bid data sheet ITB 19.2</p> <p>This authorization shall consist of written confirmation and shall be attached to the bid. This will be limited to a notarised Power of Attorney for foreign bidders and registered power of attorney for local bidders for a duly authorised person to sign on behalf of the Bidder.</p> <p>The name and position held by each person signing the authorization must be typed or printed below their signature.</p> <p><i>Non-submission of such evidence duly authorizing the signatory of the bid to commit the bidder shall render the bid non-responsive.</i></p> <p>In the case of Bids submitted by an existing or intended JV/consortium an undertaking signed by all parties;</p> <p>(i) stating that all parties shall be jointly and severally liable, if so required in accordance with ITB 6.2; and</p> <p>(ii) nominating a representative who shall have the authority to conduct all business for and on behalf of any and all the parties of the JV/consortium during the bidding process and, in the event the JV/consortium is awarded the Contract, during contract execution.</p>	<p>The bidder is not expected to cost for per diem and other expense cost of employees on outside deputation. However, for any training undertaken abroad, the vendor will be required to include the cost of training in their proposal. These include; training fees, venue, and tickets.</p>
74.	<p>ITB 19.2 The mentioned authorization is not clear. Please specify the Authorization Details here</p>	<p>Its expected that for Training all the staff cost should be included. Can the GOU mention the average per diem and other expense cost of employees on outside deputation for approximate cost calculation?</p>

<p>75. What is the current architecture of ERP system? How many environments are existing currently (eg DEV/TEST/PROD) ? What is the current hardware being used for PROD and Non Prod environments (OS/CPU/RAM/STORAGE)? What is the current utilization of the CPU/RAM and STORAGE? How many active users currently use the system?</p>	<p>Please note that HCM will be implemented as new system in the National Data Centre independent of the current ERP (IPPS) \ Refer to the environments required for HCM are stated in the bid document. The Current IPPS set up will not inform the requirements for the HCM. Bidder is required to propose hardware that will enable their system to perform at optimal level.</p>
<p>76. Do you expect to have all communications and flow of information from the system with respect to the authorization and approvals? There might be some tasks and decisions to be carried out of the system and then outcome to be entered/ uploaded in the system</p>	<p>Yes there are some tasks and decisions to be carried out of the system and then outcome to be entered/ uploaded in the system. Please refer to the process flows in the Proposed TO-BE Business Processes page 180 to 221</p>
<p>77. Process plans: HR Recruitment plans: How are the recruitment plans currently prepared? Who are the owners of the process and what are the key input to preparing the recruitment plans? Are HR Recruitment plans outcome of the Human Resource Planning process only?</p>	<p>Recruitment plans are prepared based on demand and budget provision. HR is the process owner with input from the different Department heads. Key in puts include wage funds, available vacancy in the approved structure, No, HR Recruitment plans are not exclusively an outcome of the Human Resource Planning process</p>
<p>78. Our understanding is that the scope of the process is to ensure only the right information and practices are in place for analysing and identifying your current and future manpower needs. Please confirm</p>	<p>Yes, the scope of the process is to ensure only the right information and practices are in place for analysing and identifying current and future manpower needs.</p>
<p>79. What is the outcome of the strategy review? Is the strategy translated into corresponding objectives? Do you need to track the performance and KPIs against these?</p>	<p>Yes, strategy is translated into corresponding objectives Yes, performance and KPIs are tracked against set objectives</p>



<p>80. Our understanding is that you use or will use competency requirements and hence competencies to determine the staffing needs. From the organizational objectives you will determine the competency requirements and then match with the current competencies of your staff. Please confirm</p>	<p>True, Organisation's goals and roles are a basis for defining competence requirements which ultimately determine staff needs of the MDAs and LGs. The Job descriptions, competencies and person specification are matched to staff attributes and credentials.</p>
<p>81. How is the availability of funds checked? How are payments processed if the funds are not available?</p>	<p>If it is about availability of funds for wage, pension and gratuity, the budget will be confirmed using HCM integration with PBS. Otherwise, for any other payments, this is a functionality on IFMS and therefore out of scope for HCM.</p>
<p>82. Can you give an example for 1 Public Officer on how the invoice is generated from payroll and paid the officer's bank accounts?</p>	<p>This is functionality on IFMS and therefore out of scope for HCM</p>
<p>83. Are all trainings conducted internally within the same or other MDA/LG or the employees are also enrolled into courses which are conducted by external authorities?</p>	<p>Both. Trainings are conducted internally and externally</p>
<p>84. Considering that the 2nd and 3rd phases is a rollout, is it required to train the users for the 2nd and 3rd phases as well? If yes, how many users phase wise need to be trained per phase?</p>	<p>No. The TOTs will conduct training of end users in all phases 1, 2 and 3. However the service provider is expected to conduct training of TOTs whenever new changes are implemented on the HCM</p>

<p>85. Can we use the below compliance levels to respond to the requirements specified in the general technical and functional requirements? We could not find the compliance levels specified in the RFP</p> <p>5 - The function/feature is available and completely operational as part of the application software 4 - The function/feature is not part of the standard application package, but is available through customization / modification/work around at no extra cost 3 - The function/feature is not part of the standard application package, but is available through customization / modification at extra cost. 2 - The function/feature is not part of the standard application package, but is available using third-party applications at extra cost 1 - The function/feature is currently under development and will be released at a further date 0 - The function/feature is not available in current release and is not</p>	<p>Please refer to the compliance levels that have been defined in Section VI, Preliminary remarks page 225 (1-e)</p> <p>General requirements (Functional &amp; Technical requirements -Table 4, Project management requirements, Change management requirements, Capacity building &amp; training &amp; Testing requirements) will be evaluated and given a score between 0-4.</p> <ul style="list-style-type: none"> <li>• 0-means that the feature is absent,</li> <li>• 1-for the feature being present but showing deficiencies;</li> <li>• 2-for meeting the requirements;</li> <li>• 3-for marginally exceeding the requirements; and</li> <li>• 4-for significantly exceeding the requirements.</li> </ul>
<p>86. Are you open for a service management tool which works on a cloud based model?</p>	<p>No, It's GOU's preference that the Service Management Tool is hosted on premise</p>
<p>87. Can you please elaborate more on the requirement of the service management tool around "Asset and Configuration Management Database (CMDB)"</p>	<p>This database will contain all relevant information about the hardware and software components used in managing the HCM services and the relationships between those components. It will maintain information about Configuration Items (CIs) required to deliver the HCM service, including their relationships.</p>
<p>88. If not all features are available under a single tool as stated in the requirements, but available under more than 1 tools, are you open to using multiple tools for the services management?</p>	<p>One consolidated tool is required for service management.</p>

<p>89. The design and implementation Monitoring and Analytics module shall adopt monitoring and reporting system at MOPS, other MIDAs and LGAs &gt;&gt; Can you explain what do you mean by adopt?</p>	<p>Bidders are required to provide a monitoring and analytics tool which aligns with monitoring and reporting requirements &amp; needs of the MIDALGs</p>
<p>90. What are the different time dimensions of payroll balances for example monthly, quarterly, YTD, ITD which needs to be uploaded?</p>	<p>Monthly</p>
<p>91. TABLE 3 –Mandatory (PASS/FAIL) Functional and Technical Requirements Page 228 The solution should have capability to handle a minimum of 5 multiple concurrent user initiated payroll processing sessions, with a minimum of 50,000 employee records each. <b>What is the meaning of "5 Multiple concurrent users initiated payroll processing"?</b> Can you please elaborate further?</p>	<p>This means that at any given time, the system should allow a minimum of five different users to initiate their separate/ individual vote payroll calculation sessions simultaneously. Bidders should state their proposed solution's maximum number of concurrent initiated payroll processing sessions.</p>

92.

**System Performance and Performance Monitoring Page 266**

Maximum response time for concurrent active users --> At least 5000 (On page 278, it has been mentioned as database concurrency from application server. What about App Server concurrency Expectation?)

% increase in maximum response time against the -->increase in concurrent active users At least 10% for 10,000 concurrent active users.

**Can you please clarify the concurrency expectation? Is it 5000 concurrencies? and 10% increase in concurrent users annually, Monthly, Quarterly?**

Please consider these as the System Performance and Performance Monitoring Page 266 for requirement 17.1. Please note that these response times apply irrespective of the number of users active on the system.

Item	Performance Standard / Response Times
Maximum response times (in a local area network environment)	<ul style="list-style-type: none"> <li>- 99% of simple queries to have a maximum response time of 3-4 seconds</li> <li>- 95% of complex queries to have a maximum response time of 8-10 seconds</li> <li>- 90% of reports to be generated in less than 20 seconds</li> <li>- 99% of reports to be generated in less than 30-40 seconds</li> </ul>
Screen grid – 25 rows, 10 columns Simple search – single table, 5 fields, 3 conditions – without screen rendering Complex search – multiple joined table (5), 10 fields, 3 conditions – without screen rendering	<ul style="list-style-type: none"> <li>- &lt; 5 seconds</li> <li>- &lt; 15 seconds for 100,000 rows</li> <li>- &lt; 30 seconds for 100,000 rows</li> </ul>
Server side validations / computations Client side validations / computations Loading pages Saving a record	<ul style="list-style-type: none"> <li>- &lt; 10 seconds</li> <li>- &lt; 5 seconds</li> <li>- &lt; 2 seconds</li> <li>- &lt; 2 seconds</li> </ul>
Batch processing per 500 records Login, authentication, and verification Daily backups – maximum duration Total Restore – maximum duration	<ul style="list-style-type: none"> <li>- &lt; 3 seconds</li> <li>- 1 hour</li> <li>- 2 hours</li> </ul>



<p>93. <b>System Performance and Performance Monitoring Page 268</b></p> <p>Batch processing: This is defined as the process of validating data, updating and output of print files by using data, which was captured prior to running the operation. The turnaround time for this operation should not be less than 2,000,000 transactions per hour. [Turnaround is defined as the time elapsed between the submission of a job and its completion].</p> <p><b>Can you please elaborate further on 2 million transactions per hour requirement above with respect to batch processing?</b></p>	<p>In reference to the table in No. 92 above, the Batch processing response time is 1 second per 500 records. This should translate to 1,800,000 to 2,000,000 records per hour.</p>
<p>94. <b>Ref 13.9 page 262</b></p> <p>There are requirements of Mobile App listed in this section. Will this be limited to these only and messages/communication requirements listed in 33.87 on page 293.</p> <p><b>Also, will there be native mobile app requirement for Windows platform similar to iOS and Android?</b></p>	<p>No, the mobile app should not be limited the requirements in 33.87 and 13.9 only. The requirements listed in 13.9 were specific to Monitoring and analytics (13). We expect the mobile app to have functionalities such as: to-do lists, notifications, pay/slips, announcements, among others. The list will be exhausted at project inception.</p> <p>Yes, there will be native mobile app requirements for Windows platform similar to iOS and Android.</p>
<p>95. <b>Ref 35.21 page 298</b></p> <p>Live Chat Functionality</p> <p><b>Is this a requirement for a Chatbot platform?</b></p>	<p>NO, this requirement is not for a Chatbot platform <b>Requirement 35.21</b> the live chat feature in reference shall enable HCM/IPPS system end-users to communicate via instant message, in real time with the support teams.</p>

<p>96. On Page 39 it has been mentioned that The bidder shall provide 24/7 support and maintenance. Also, The bidder shall provide a service desk management tool (an ITSM service desk and helpdesk software solution).</p> <p><b>Can you please confirm the number of helpdesk seats required to support the 24/7 solution support?</b></p>	<p>GOU will have 6 functional support personnel operating the ITSM service desk. The bidder shall propose appropriate resources required to provide support for the solution.</p>
<p>97. Should there be requirements of SMS, Email and Payment Gateways? If yes, who have to procure them? Also, what about transaction fees for Payment Gateway?</p>	<p>The requirement is to interface with the GOU SMS, Email gateway. Payment gateway is not in scope</p>
<p>98. Is there any specific data protection constraints around data accessed by offshore development team / data administrator on LIVE/Production environment?</p>	<p>Remote access to all HCM data for offshore team will be provided. However this is subject to provision of local counterpart core Technical engineer onsite to monitor and be accountable for actions during that time.</p>
<p>99. How many resources (and of which role) will be available from customer end during implementation duration? (E.g. During stages like Requirement Gathering Stage, SIT, UAT, Training, GO LIVE Support etc.). Would there be any Project Governance structure please?</p>	<p>The required GOU resources will be made available throughout the entire project duration. And yes, there is a Project Governance structure in place.</p>
<p>100. Is there any dependency on the Third Party Organisation for the knowledge of any existing systems integration requirements? or Customer resources will provide the required support? Since TCS will need support during requirement gathering and implementation stage on this (If applicable)</p>	<p>GOU resources will provide the required support.</p>
<p>101. Will Offshore team access be limited to Staging, UAT and Training Environments only?</p>	<p>Remote access to all HCM environments for the offshore team will be provided when required subject to discussion and agreement with GOU team. However, this is subject to provision of local counterpart core Technical engineer onsite to monitor and be accountable for any required actions during that time.</p>

<p>102. Maintenance and Support Plan (post warranty). This plan must include the Bidder's support approach and proposed Service levels for ensuring 99.99999999 system uptime. &gt;&gt; Is it applicable only during office hours? &gt;&gt; What about for non-office hours &amp; holidays?</p>	<p>No, This is not only applicable during office hours. It also applies to non-office hours, weekends and Public holidays, unless its during planned downtime.</p>
<p>103. Can SLAs to be agreed mutually during contract finalization?</p>	<p>The bidder is expected to provide an SLA proposal in their bid. Yes the final SLAs shall be mutually agreed upon between the Parties.</p>
<p>104. Whether data migration under scope? If yes, please specify no. of tables and approx. database size / volume?</p>	<p>Data migration is under the scope. The Total Size will be 1.6 TB. The number of tables will be provided during project inception and requirements validation phase.</p>
<p>105. Whether Ministry will provide necessary project room and infrastructure facilities to contractor's team including telephone and internet connections?</p>	<p>Yes, a project room and infrastructure facilities with internet connections will be provided to contractor's team. However, we encourage the bidder to have an alternative/backup internet connection.</p>
<p>106. Please mention current size of database and expected growth rate per year?</p>	<p>The current size of database is 1.6 TB and expected growth rate per year is 10%</p>
<p>107. Page 227 TABLE 3 –Mandatory (PASS/FAIL) Functional and Technical Requirements As per Form 21, Sr No.6, we understood that customizations will be considered as PASS. Please confirm</p>	<p>As per Form 21, No.6, Out of 24 mandatory requirements, a maximum of 5 customisations will be acceptable.</p>
<p>108. Page 11 Form 21, SI No. 16 As per the query response, deployment shall be central deployment. However, it is mentioned that for some departments, Agencies and Universities minimal customization is required. So is it expected to be separate Application deployment for these locations? Please specify the list of those departments, Agencies and Universities</p>	<p>No , separate Application deployments are not expected for these locations but rather customisation of some business rules specifically for groups of institutions like departments, Agencies and Universities as part of the central deployment.  The list of the Entities will be provided at project inception stage.</p>

109.	Please mention details of software licences procured by Ministry? Whether these licenses can be reused in proposed implementation?	All Software licences required for HCM implementation will be new and separate from the existing licenses.
110.	We understand the deployment will be centralized, for 3 environments (dev, testing and production). Please confirm.	Deployment will be centralized for 4 environments. These are Production, Testing, Training, Staging/ Development
111.	<b>Pre-proposal meeting clarification Item 1.</b> As per clarification provided, 10 reference sites for the solution, and not 10 sites implemented by bidder. Can any other HCM technology implementations be considered?	No. The 10 reference sites must be specific to the HCM solution being proposed.
112.	<b>Pre-proposal meeting clarification Item 4</b> As per clarification provided, the bidder must demonstrate experience in having successfully implemented integration of HCM with Oracle e-Business suite financial management system. Can HCM integration with Oracle e-Business suite be considered?	This requirement is specific to experience in having successfully implemented integration of HCM with Oracle e-Business suite financials.
113.	<b>Pre-proposal meeting clarification Item 4</b> Can consortium be qualified if any of the partner in the partnership meets the requirement of having implemented HCM solution or any other criteria's?	Yes a consortium will qualify if the lead partner in the partnership meets the requirement of having implemented HCM solution or any other criteria's.
114.	As per RFP, Proposed IPR shall entitle the Purchasers to own, modify, extend, duplicate for back-up purposes and prepare derivative software or materials for use by the Purchaser, subordinate organizational units and legal successors in the normal course of the Purchaser Can it be applied only for those additional modules developed for Ministry activities?	This requirement will apply for all modules purchased by the purchaser.
115.	<b>Historical Data</b> Bidder will be required to do the data conversion of historical data for the past 3 years. Please specify the total size?	The Total Size will be 1.6 TB



<p>116. That the bid submission date be extended by a period of at least three (3) weeks i.e upto 20th November 2018. This will be fair to all bidders to allow for incorporation of all technical requirements as per Record of Minutes Of Pre-Proposal Meeting, any Addendum (s) and clarifications that FINMAPIII will send out to all bidders. Also, this is a large procurement that needs careful solution architecting and time for bidders to carefully think out and prepare the best solution fit for such a complex and important to government system. The selected solution will need to serve the GOU for a very long period of time and it is in the best interests of FINMAPIII and GOU to assist all bidders with this element of time.</p>	<p>The bid submission date was guided by the Open International Bidding timelines and time for bid clarifications responses was considered. We believe the time allocated is sufficient to make necessary arrangements and provide a responsive bid.</p>
<p>117. On page 7 of Record of Minutes Of Pre-Proposal Meeting; item 10, ; reference to page 264 - Software Licence agreement : 15.3 &amp; 15.4 of the SD; the answer being “ Yes, pricing schedule for all bands should be provided to enable GOU Make future clarifications.</p> <p><b>Question:</b> Please clarify, as on page 38, item 9 of the BDS a different licencing model has been proposed. Should we replace item 9 of the BDS with item no 10 of the Record of Minutes Of Pre-Proposal Meeting ?</p>	<p>Yes, item 9 of the BDS has been replaced with item no 10 of the Record of Minutes Of Pre-Proposal Meeting</p>

<p>118. On page 7 of Record of Minutes Of Pre-Proposal Meeting; item 9, ; For future projections , please provide costing for incremental licences for each of the bands below based on bidders preferred licencing model.</p> <p><b>Question:</b> Please clarify, if table no 5 on page 38 of the BDS has now been replaced ? if not, then should we include the bands mentioned in point no 9 &amp; 10 On page 7 of Record of Minutes Of Pre-Proposal Meeting ; item 10, ; reference to page 264 - Software Licence agreement : 15.3 &amp; 15.4 of the SD; the answer being “ Yes, pricing schedule for all bands should be provided to enable GOU Make future clarifications.</p>	<p>NO, table no 5 on page 38 of the BDS has not been replaced. Item 5 refers to the number of phases and number of employees per phase.</p> <p>Provide pricing schedules for the bands mentioned in 9 and 10 of Record of Minutes Of Pre-Proposal Meeting to enable GOU make future projections (but not part of the bid price)</p> <p>Please note the pricing schedule for phase I, II, III must be provided as guided in item No. 8, 15 of Record of Minutes Of Pre-Proposal Meeting.</p>
<p>119. Refer to Page 294 -&gt; Ref No. 33.90 The HCM and IFMS shall operate on the similar Charts of Accounts (COA) to facilitate seamless management of wage, pension and payroll payment information</p> <p>Kindly advise whether the all the MDA share the same COA structure or the COA structure is specific to the MDA</p>	<p>Yes, all the MDAs share the same COA structure</p>
<p>120. Refer to Page 261 -&gt; Ref No. 13.3 The Analytical tool must compute the cost implication to the organization of staff being away ( workshops, training, leave), having vacant positions</p> <p>Kindly advise whether a BI solution should be proposed for the Monitoring and Analytics requirements</p>	<p>Yes, a BI solution should be proposed for the Monitoring and Analytics requirements. Refer to requirement 13.2.</p>
<p>121. Refer to Page 262 -&gt; Ref No. 13.4 Utilization of the wage bill</p> <p>Kindly clarify or provide more explanation on this requirement</p>	<p>The system should be able to monitor how the allocated and approved wage bill for GOU is being utilised, provide analysis on performance, enable Gou to make future projections based on current. Wage bill budget information will be accessed through integration with PBS</p>

122.	Refer to Page 258 -> Ref No. 11.3 The System shall maintain a staff record including all attributes relevant to that staff member and their relationships with parent MDAL/G.2  Kindly clarify what type of relationship that the staff member have with parent MDAL/G.2	This requirement refers to common cadre personnel who can be deployed to various Ministries and Departments but have a parent Entity where they professionally belong e.g Accountants for MOFPED, Human Resource for MOPS, and Administrators for Office of the President etc. The Parent Entity is responsible for professional development, transfer and deployment of its cadre.
123.	Refer to Page 258 -> Ref No. 11.3 The System shall maintain a staff record including all attributes relevant to that staff member and their relationships with parent MDAL/G.2  Kindly advise whether the staff members information should be accessible or visible to different MDAL/G or should the system impose security restriction on staff member information	Staff members' information should be accessible or visible to authorised personnel in that MDAL/G based on security rights. MOPS will have a global view of all records.
124.	Refer to Page 258 -> Ref No. 11.4 The System shall allow for scanning of supporting documentation and the linkage of scanned data to staff record  Kindly advise whether Document management system (DMS) solution should be proposed for the scanning of supported document	The System shall allow for scanning of supporting documentation and the linkage of scanned data to staff record. This functionality is to supplement the existing Electronic Document Management System that is to be integrated with HCM. Therefore no Document management system (DMS) should be proposed.

**Certification of minutes as a true record of the proceedings of the meeting:**

Name:

Alan R. Munkereza

Position:

Acting C.R.S

Signature:

Date:

15/10/2018