

RECORD OF BIDDER CLARIFICATION (BATCH 4)

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

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

SN	Question asked	Response given
1.	<p>Is it a mandatory criteria for the vendor to showcase a project executed by them, with an overall employee strength of 100,000?</p> <p>Reference is made to FORM 21: Record of minutes of pre-proposal meeting Item no 3. Following concerns shared by bidders GOU acknowledges that the requirement has been made more restrictive.</p> <p>The bidder should have implemented the HCM solution they are proposing in at least one organization with similar complexity in the Public service with a minimum number of 100,000 employees</p>	<p>Yes this requirement has been maintained as follows</p> <p>ITB 6.1 (a) <u>Bidder Experience:</u></p> <p>“2. The bidder should have implemented the HCM solution they are proposing in at least one organization with similar complexity with a minimum number of 100,000 employees</p>
2.	<p>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</p> <p>Kindly provide more explanation with respect to the "linkage of scanned data to staff record"</p>	<p>The system should allow access to scanned documents that have been attached and are associated with an employee record. Examples of these are Academic certificates, medical note from a doctor etc.</p>

3.	<p>Refer to Page 258-> Ref No. 11.11 The System shall maintain pension master information with additional information on bank accounts, next of kin, children and dependents, monthly pay etc</p> <p>Kindly advise whether pension master information should be maintained at the MDA/LG level and restricted across various MDA/LG</p>	<p>Pension master information should be accessible or visible to different MDA/LG based on security rights.</p>
4.	<p>Refer to Page 256-> Ref No. 9.25 The system must have ability to allow for negative leave balances Please confirm why negative leave balances should be allowed</p>	<p>Allan to confirm. Negative leave balance will apply when an officer needs to take more leave than their accrued leave entitlement.</p>
5.	<p>Refer to Page 254-> Ref No. 9.2 The System shall enable the online creation and approval of the leave roster by relevant authorities to facilitate planning</p> <p>Kindly share more information with regards to the leave roster planning for each MDA/LG</p>	<p>Leave roster planning is to ensure business continuity. A supervisor or HR should at any one time be able to tell how many staff are on leave (in a unit/department/section, in a given period) for purposes of ensuring business continuity. A staff member scheduling their leave must be able to establish if there are conflicts in schedules with team members</p>
6.	<p>Refer to Page 257-> Ref No. 10.8 The system must have ability to upload Time and Attendance data from 3rd party systems through file upload / data extraction.</p> <p>Kindly provide the number of time and attendance transactions to be uploaded by MDA/LG</p>	<p>2 Time and attendance transactions (clock in and clock out) for each employee per day shall be uploaded by MDA/LG.</p>

7.	<p>Refer to Page 257-> Ref No. 10.10 The system should have the capacity to manage • Overtime- single hours, double hours • Other time base allowances • Apply Over Time • Specify Over Time calculation hours based on shift/roster • Unit wise authorization/Batch wise authorization • Ability to transfer details to payroll.</p> <p>Kindly confirm these details should be managed and processed by the payroll.</p> <p>Kindly clarify by unit or batch wise authorization you mean processing employee record in the payroll either by batch or per employee</p>	<p>The calculation for overtime should be independent of payroll processing The transfer of output should be user initiated and subject to request and approval.</p> <p>Yes, unit or batch wise authorization means processing per employee record or processing a number of employee records in a batch</p>
8.	Kindly detail the scope of the data migration for each module	This will be provided to the BEB during requirements validation.
9.	<p>page 221- section 1.11 & page 259 section 12 How many employees (named users) will be using the employee self-service functionality in each phase & totally?</p>	<p>Allan, any differing views on this....not so sure I want to commit to 320k employees...</p> <p>All employees (320,000) are expected to use employee self-service functionality whenever they get access to a connected device. The breakdown per phase has been provided in the BDS ITB 1.1 (5) and in responses provided in FORM 21.</p>
10.	<p>page 261 section 13 How many employees (named users) will be using the monitoring & analytics functionality in each phase & totally?</p>	<p>Allan, We have kept this to a minimum so we avoid getting licences that wont be utilised.</p> <p>Monitoring & analytics functionality will be used by 20 Users at the Ministry of Public Service right from Phase 1.</p>

<p>11.</p>	<p>Software licenses requirements page , page 264 of the bid document</p> <p>What is the mechanism within tender document to ensure that License BOM items submitted in the price schedule is fully compliant to all requirements in the bid document and there is an equal comparison on licenses between proposals of multiple vendors?</p> <p>The ideal practice is to have a written confirmation from OEM, of the proposed HCM product, detailing a Bill of Material (BOM) stating that it is fully compliant to all the requirements in the bid documents.</p> <p>In this case, if there is a deviation in the BOM items between price schedule and the written confirmation from OEM, Ministry could specify that bidder should give an explanation in the price schedule for the missing BOM items and how the bidder has proposed to achieve the intended functionality minus the license not quoted.</p> <p>Otherwise some of these license gaps would become evident only at a later time during implementation which disadvantages the customer. This would also disadvantage bidders who have quoted licenses in full, their proposals ending up more costly and It would also not enable an apple to apple comparison between proposals of different bidders.</p>	<p>We appreciate this concern, however the responsibility of ensuring our requirements are met is solely the bidder's responsibility and they alone will be held liable. The OEM's responsibility is provide BOM as requested by the bidder.</p> <p>Submission of BOM from OEM is a prerogative of a bidder and it may be provided at the bidders' discretion. GOU cannot demand that an OEM provide written confirmation that BOM is compliant to all the requirements in the bid document. However, if any item that is pertinent to meeting the requirement stipulated in the bid document; and its respective costing is left out in the bid submission, the proposal will be considered non-compliant and the bidder will be liable and have the responsibility of incurring the penalties associated in the event that they have already been awarded a contract.</p>
<p>12.</p>	<p>Refer to Page 252-> Ref No. 7.8 The system must have the ability to enable generation of an enterprise wide training budget for the year</p> <p>Please confirm the enterprise wide training budget should be displayed on a dashboard for analysis or a report generation for an enterprise wide training budget for the year will meet this requirement</p>	<p>Both. The MDA/LG wide training budget should be displayed on a dashboard for analysis and as a report generation. However view rights should be restricted to the respective MDA/LG</p>

13.	<p>Refer to Page 252-> Ref No. 7.9 The system must have the capability to enable assignment of training courses based on the approved individual budgets allocated departments.</p> <p>Please confirm what you mean by "enable assignment of training courses based on the approved individual budgets allocated departments</p> <p>“Kindly advise whether training courses and its approved allocated budget will be maintained at the department level within each MDA/LG</p>	<p>Assignment of training courses shall be based on approved consolidated budget for the MDA/LG and not department.</p> <p>Training courses and approved allocated budget will be maintained at both department level within each MDA/LG with oversight from the entity’s management.</p>
14.	<p>Refer to Page 252-> Ref No. 7.10 The system must have the capability of tracking of training budget utilization.</p> <p>Kindly clarify or provide more details on the "capability of tracking of training budget utilization"</p>	<p>The system should provide the capability to monitor how the allocated and approved training budgets are being utilised, provide analysis on performance, and enable MDA/LGs to make future projections based on current utilisation.</p>
15.	<p>Refer to Page 237-> Ref No. 2.17 The System must allow for the modification of structures and mass transfer of components, job positions, and people with all relevant attributes ascribed to the transferred structures.</p> <p>Please confirm what you mean by "structures", mass transfer of components".</p> <p>What type of modification to the structures should be available in the system.</p>	<p>"Structures" in the context of Establishment Management refers to organisation structures. “Mass transfers” refers to movement of an entire division/department from one parent vote to a new one.</p> <p>Please refer to the business processes under Establishment management for the different types of modifications done to structures.</p>
16.	<p>Refer to Page 237-> Ref No. 2.20 The system should be a able to show an organogram in a graphical format reflecting the hierarchy and dependencies between positions.</p> <p>Please confirm whether the organogram should be displayed on a dashboard or a graphical report can be generated for the organogram showing the dependencies between positions</p>	<p>The system should be able to display organogram on a dashboard and also be able to generate a graphical report showing the dependencies between positions</p>

17.	<p>Refer to Page 239-> Ref No. 2.41 The system must have ability to track multiple position assignments for an employee.</p> <p>Please confirm you mean an employee can occupy multiple position within or across MDA by this requirement. Kindly advise whether multiple position assignment for an employee will be tracked across MOFPED Ministries or restricted/pertain to a MDA</p>	<p>This requirement is unique to people with multiple position such as individuals :</p> <ul style="list-style-type: none"> • who employees but also hold beneficially position(s) for deceased employee(s)/pensioner(s) as estate administrator(s) • who are already retired (and therefore hold pension position) but are also serving on contract in another position (within the same or different MDA/LG). • who are already retired (and therefore hold pension position) but are also hold beneficially position for deceased employee/pensioner as an estate administrator
18.	<p>Refer to Page 235-> Ref No. 2.1 The System shall be able to perform a wage analysis to assist in wage negotiations. The analysis shall include modifications to all benefits in order to view the implications of total costs.</p> <p>Please confirm the wage analysis data should be available on a data grid dashboard for manipulation.</p>	<p>Yes wage analysis data should be available on a data grid dashboard for manipulation.</p>
19.	<p>Refer to Page 235-> Ref No. 2.2 The System shall be able to retrieve approved payroll and wage budgets (wage, benefit and allowance budgets) from the Programme Budgeting System and reconcile with existing programs on HCM to ensure the yearly staffing quotas are updated on the establishment management in line with.</p> <p>Please confirm the name of the existing Programme Budgeting system.</p>	<p>The Application is Microsoft Sharepoint and the DB is SQL</p>

20.	<p>Refer to Page 236-> Ref No. 2.4 The System must allow for the capture and storage of staff policies and appointment rules on the system (e.g. pay-scales and notches and the relevant salary package parameters for each pay-scale or perks available at each grade/pay-scale). These rules will be used to validate appointment requests.</p> <p>Kindly can you share more information about the appointment rules</p>	<p>Appointment rules can be accessed in the Public Service Standing Orders January 2010 on the ministry's website https://publicservice.go.ug/resource-center/ However this will be discussed and shared with the BEB during the inception phase.</p>
21.	<p>Refer to Page 244-> Ref No. 4.3 The system shall have the ability to add or change different payroll rules for calculating an individual's salary, allowance, deduction or any other entitlement based on their employment terms</p> <p>Kindly provide more details concerning payroll rules</p>	<p>Payroll rules can be accessed in the Public Service Standing Orders January 2010 on the ministry's website https://publicservice.go.ug/resource-center/</p>
22.	<p>Refer to Page 245-> Ref No. 4.13 The System shall allow importing of data in various formats from external sources for batch processing and computing ad hoc deductions and payments</p> <p>Kindly specify the formats the data is retrieved from the external sources</p>	<p>The different formats the data is retrieved from the external sources are: EXCEL, WORD, CSV, TXT, XML</p>
23.	<p>Refer to Page 253-> Ref No. 8.4 The system must have ability to record and maintain grievances raised by employees and ensure confidentiality</p> <p>Which level of confidentiality is required here since on the system the employee raising the grievance will be logged in the system</p>	<p>The system should have a provision for anonymity</p>

24.	<p>Refer to Page 257-> Ref No. 10.5 The System shall effect sanctions and rewards and/or link to Payroll module. Time entry is currently not linked to payroll but this is a required functionality</p> <p>Kindly advise whether sanctions and Rewards need be defined in terms of monetary terms and what are the rules governing them? Please confirm whether the time entry is captured from time attendance machine and whether the time and attendance data should be uploaded automatically via file to the HCM system</p>	<p>Government has a Rewards and Sanctions framework through which Officers may occasionally be awarded financial rewards or be subjected to financial sanctions</p> <p>Yes, time entry will be captured from time attendance machine and the data should be uploaded automatically via file to the HCM system. This will apply to entities with biometric equipment.</p>
25.	<p>Refer to Page 282-> Ref No. 30.1 The system shall support creation of new web forms and database fields and subsequent configurations based on new identified business requirements.</p> <p>Kindly advise whether the system needs to support dynamic creation of web forms at run time based on a new requirement or enhancement?</p>	<p>Yes, the system should support dynamic creation of web forms at run time based on a new requirement or enhancement.</p>
26.	<p>Refer to Section C Payment -> Page 151-> 12. Terms of payment (GCC Clause12) -> Pilot Phase mention is made for "Approved change management and engagement strategy "</p> <p>There is a need for Approved change management and engagement strategy. Kindly advice on who should execute change management? This is a shared responsibility.</p>	<p>The service provider will take lead in developing and executing the change management and engagement strategy. GOU will provide the necessary support in execution and engage stakeholders based on change management guidance provided by the service provider.</p>
27.	<p>Refer to Section C Payment -> Page 151-> 12. Terms of payment (GCC Clause12) -> Pilot Phase.</p> <p>Payment terms – Kindly explain the breakdown for pilot phase 1. It does not add to 100%.</p>	<p>5 instalments shall be paid (30%, 10%, 20%, 30%, 10%) for the application and implementation based on the milestones indicated in the payment schedule. These all exclude recurrent costs</p> <p>Recurrent costs shall be paid quarterly (25% per quarter) as stated in payment terms.</p>

28.	Is there process to identify ‘ghost’ employees or is it to the provider to advise. Does it need verifiable cases and actual implementations?	There is a process in place to identify ghosts, however as an HCM provider, we intend to leverage on your expertise as part of your QA responsibilities to enhance the process. Yes, there will be need for verifiable cases and implementations
29.	Kindly advise on the critical factor for decision making. Is it based on cost or based on functionality or nice GUI	All are key factors. Refer to BDS ITB 28.4 The bid Evaluation shall take into account technical factors in addition to cost factors. The weight of the Evaluated Bid Price shall be 30% (as identified by “X” in the Evaluation Bid formula). The weight of the technical factors shall be 70%.
30.	Refer to Page 239 -> Ref No. 2.51 The system must have ability to automatically detect when an employee becomes entitled to a benefit due to a change in the employee details. This could be due to changes such as life events, completing probationary period Please confirm if an alert is sent by the system to inform an employee is entitled to a benefit due and changes such as life events, completing probation period would meet this requirement or if we provide a report generated to display changes made to employee details or an employee due benefits will be acceptable	Yes, an alert should be sent by the system to inform both the HR and employee. A report should also be generated to display changes made to employee details or an employee due benefits
31.	How prepared would the Ministry be to adapt it processes to that of the application proposed.	Our requirements have been stated in the bid document. GOU is ready for an application that meets the proposed requirements in the Bid document. Please refer to Business process reengineering in Section VI. Any changes in processes will be discussed and agreed to. Changes in processes shall not be driven by the proposed solution but by what is ideal, best industry practises and GOU HR policies and regulations.

32.	<p>Refer to Page 294 -> 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>Please confirm if the salary payments will be push to the IFMS, GL at the account or at an aggregated level. COA Structure in Payroll will be mapped as per COA in Financial system. Kindly confirm.</p>	<p>The salary payments will be pushed to the integration tables, their absorption in the financials module will be subject to discussion with IFMS</p>
33.	<p>Refer to Page 284-> Ref No. 33.3 There will be clustered operational Database Servers (for fail over) and Application Servers (for fail over and load balancing) at the GOU Data Centre and the DRS.</p> <p>Kindly advise on the vision of the GoU on Disaster recovery. Are we talking of a High Availability solution with automatic failover in case of failure of main site</p>	<p>The DRS is Tier 3 with guaranteed High Availability solution with automatic failover in case of failure of main site All the data from Primary site i.e. DC shall be replicated on both sites.</p>
34.	<p>Backup, Restoration and Business Continuity Plan – Page 47 in RFP.</p> <p>As per RFP, all hardware and Network infrastructure at both the Main Site and DR will be made available to the supplier.</p> <p>Please confirm the followings are already available: - Data Backup System , - Clustering System, - Replication System</p>	<p>GOU is offering a cloud environment. Yes, all hardware and Network infrastructure at both the Main Site and DR will be made available.</p> <p>Data Backup shall be provided. Bidder shall be required to provide Clustering Replication at application level.</p>
35.	<p>Maintenance and Support Plan – Page 48 To ensure 99.99999999 system uptime, please confirm whether the required infrastructure will be made available</p>	<p>Yes, the required infrastructure will be made available.</p>

36.	<p>They do not seem to be anywhere in the Solicitation Document. Loan/Credit No.: [<i>Purchaser insert: number</i>] IFB: [<i>Purchaser insert: IFB title and number</i>] Contract: [<i>Purchaser insert: name of Contract</i>]</p>	<p>Procurement</p>
37.	<p>Question: We plan to bid using our entity Oracle Corporation (South Africa) (Pty) Limited which is 100% owned by Oracle Corporation. The subsidiaries by law do not issue/release their individual financial statements, as such we can only provide the global Oracle Corporation financial statements. Is this something that would be acceptable to the evaluation team?</p>	<p>Procurement please reconfirm Yes, Oracle Corporation (South Africa) (Pty) Limited may use the financial statements of Oracle corporation as long as Oracle Corporation provides sufficient evidence that they own the subsidiary and that they will be financially liable.</p>
38.	<p>How frequent is the establishment of a new MDA/LG?</p>	<p>Establishment of a new MDA/LG can occur at any given time within the financial year and it is demand driven.</p>
39.	<p>a. What is the level of consolidation required for reporting? B. Which roles would access the reports online?</p>	<p>Each vote will have access to their respective reports. Business process owners and administrators, Policy and planning teams at Ministry of Public service will require access to consolidated reports.</p> <p>Human Resource officers, Supervisors and Management will require access to the reports online.</p>
40.	<p>For PHASE 1, do you have a preference in which the modules should be implemented or we can propose the approach as part of the proposal?</p>	<p>The Bidder is at liberty to propose an approach for the modules being implemented in phase 1 as long as all modules are implemented. This can be further discussed and agreed upon during inception.</p>

41.	<p>Page 232 of the bid document, point 20 of Section “TABLE 3 – Mandatory (PASS/FAIL) Functional and Technical Requirement”</p> <ul style="list-style-type: none"> The software has a relational database that allows for real application clustering, active data guard and database encryption. <p>Real Application Clustering and active data guard are brand names used with specific OEM, which is very restrictive. We would request rather, if the requirement to be achieved can be specified to open up opportunity for competitive bidding?</p>	<p>The requirement has been rephrased to exclude reference to a specific OEM. “The software has a relational database that supports application clustering for high availability, real time built in replication to a disaster recovery site for business continuity and supports transparent data encryption”</p>
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Name: _____

Position: _____

Signature: _____

Date: _____