



**CLARIFICATIONS FOR  
ENTERPRISE RESOURCE PLANNING (ERP) IMPLEMENTATION**

**Bid Reference: 5920100/IFB/CB/08/19**

S/N	Ref	Question	Answer																					
1	Section III. Bid Review, Evaluation criteria etc - 4.3.2  Page 63	<p>For point 4.3.2 below, if we are bidding with a partner (under a two-party joint venture) and our average turnover is of \$17M <b>together</b>, will that make us eligible to participate?</p> <table border="1" data-bbox="577 803 1318 1182"> <thead> <tr> <th rowspan="3">Sub-Factor</th> <th rowspan="3">Requirement</th> <th colspan="4">Bidder</th> <th rowspan="3">Documentation Required</th> </tr> <tr> <th rowspan="2">Single Entity</th> <th colspan="3">Joint Venture or Association</th> </tr> <tr> <th>All members combined</th> <th>Each member</th> <th>At least one member</th> </tr> </thead> <tbody> <tr> <td>4.3.2 Annual Average Turnover</td> <td>1. Minimum average annual turnover of <i>US\$17.0 million</i>, calculated as total certified payments received for contracts in progress or completed, within the last three (3) years. Values to determine annual management of Information Systems turnover are to be demonstrated in the audited financial statements (income statements) of the last three (3) years and are to be considered to be indicative.</td> <td>Must meet requirement</td> <td>Must meet requirement</td> <td>Must meet at least twenty-five percent (25%) of the requirement</td> <td>Must meet at least fifty-five percent (55%) of the requirement</td> <td>Form FTN-2</td> </tr> </tbody> </table>	Sub-Factor	Requirement	Bidder				Documentation Required	Single Entity	Joint Venture or Association			All members combined	Each member	At least one member	4.3.2 Annual Average Turnover	1. Minimum average annual turnover of <i>US\$17.0 million</i> , calculated as total certified payments received for contracts in progress or completed, within the last three (3) years. Values to determine annual management of Information Systems turnover are to be demonstrated in the audited financial statements (income statements) of the last three (3) years and are to be considered to be indicative.	Must meet requirement	Must meet requirement	Must meet at least twenty-five percent (25%) of the requirement	Must meet at least fifty-five percent (55%) of the requirement	Form FTN-2	<p>We do not have the full details of the financial situation of the two parties to enable us advise.</p> <p>However, the average annual turnover requirements of partners in a jv is clearly provided in the IFB under paragraph 4.3.2 of Section III of the IFB. In considering the average annual turnover of the partners, Bidders should also be mindful of the requirement of (at least) 55% &amp; 25% average annual turnover split between the lead partner and the other member respectively.</p>
Sub-Factor	Requirement	Bidder				Documentation Required																		
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2	Section VII 2.2.6. (Page 332) Section VII 4.1.7 (Page 425)	<p>Please clarify the following conflicting requirement in the RFP:</p> <p>Enterprise Asset Management Requirements</p>	<p>The requirement for an EAM is included in the IFB and as defined.</p>																					

S/N	Ref	Question	Answer
	Section VII 5.3 (Page 400) Annex C	<ul style="list-style-type: none"> <li>• Section VII 2.2.6. (Page 332) Enterprise Asset Management – This section define the high level requirements for an EAM</li> <li>• Section VII 4.1.7 (Page 425) Enterprise Asset Management – This section define detail requirements for the EAM</li> </ul> <p>Information Systems Diagram (Systems in orange boxes or underlined are planned systems (in preparation / under implementation)</p> <ul style="list-style-type: none"> <li>• Section VII 5.3 (Page 400) Annex C: Information Systems (Business Applications) disclose that Oracle eBusiness Suite is a planned solution (in preparation / under implementation) for EAM</li> </ul> <p><b>Is the requirement for an EAM included, or was Oracle eBusiness Suite (EAM) already selected?</b></p>	No, Oracle eBusiness Suite (EAM) is not already prescribed.
3	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional Requirements</b> Cross-Functional Requirements	<ul style="list-style-type: none"> <li>• Supports the latest stable versions of the following internet browsers: see: <a href="http://gs.statcounter.com/browser-market-share/all/ghana">http://gs.statcounter.com/browser-market-share/all/ghana</a>.</li> </ul> <p>What business process will be done in the web?</p>	Please refer to Paragraph 4.1.2 of Section VII of the IFB.  For example: Field Services like workforce management, Job cards, meter readings etc.

S/N	Ref	Question	Answer
4	<b>Functional Requirements</b> Cross-Functional Requirements  Page 387	<ul style="list-style-type: none"> <li>Supports for integration with Microsoft Office 365 products (Word/Excel/Outlook).</li> </ul> <p>What kind of integration of office 365? Is it the capability to upload and download documents in Excel and word formats</p>	Must be able to import and to produce Office 365 document formats.
5	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional Requirements</b> Cross-Functional Requirements	<ul style="list-style-type: none"> <li>Supports for system access via mobile devices (smart phones/pads/tablet PCs), via responsive web application and/or custom app.</li> </ul> <p>What business process will be done in the mobile?</p>	Please pay particular attention to the Commercial Services Management requirements in Chapter 2.2.2 of Section VII of the IFB.
6	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional Requirements</b>  Cross-Functional Requirements	<ul style="list-style-type: none"> <li>Provides full online operation support (i.e. not a batch system).</li> </ul> <p>Need more details on operation functions with examples or scenarios.</p>	Transaction shall be processed in real time and not as batches.

S/N	Ref	Question	Answer
7	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional            Requirements</b>  Cross-Functional Requirements	<ul style="list-style-type: none"> <li>• Has an "Agent" or "Wizard" facility for the creation of business processes or workflows.</li> </ul> Please provide an example for this scenario to understand the requirement	Your system has to have tools to support the creation of workflow processes.
8	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional            Requirements</b>  Cross-Functional Requirements	<ul style="list-style-type: none"> <li>• Has a Built-in property editors for automatic and manual activity regarding Business Rules, Routing Logic, Actors, Actions, Deadlines, Escalation Rules, and Priority Levels.</li> </ul> Please provide an example for this scenario to understand the requirement	Your system has to have tools to support the creation of business rules etc.  For example: Routing of purchase orders along a defined workflow. When a purchase order level reaches a certain threshold a different actor needs to do the approval.

S/N	Ref	Question	Answer
9	Section VII. Purchaser's Requirements Paragraph 4.1.2  <b>Functional            Requirements</b>  Cross-Functional Requirements	<ul style="list-style-type: none"> <li>Allows Application Programming Interface (API) for integration to 3rd party systems.</li> </ul> <p>More details on what type of integration is required.            Master data or transactional data</p>	<p>This relates to both Master and transactional data.</p>
10	<b>Functional            Requirements</b>  Cross-Functional Requirements	<ul style="list-style-type: none"> <li>Supports workflow Export to XML.</li> </ul> <p>Need more information</p>	<p>For example: to export workflows to be processed in external tools.</p>
11	Section VII. Purchaser's Requirements Paragraph 4.1.2  Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Supports a statutory 13 accounting period.</li> </ul> <p>Why 13 period as statutory, please provide more details?</p>	<p>A statutory 13 is a legal (audit) requirement.</p>
12		<ul style="list-style-type: none"> <li>Supports additional dummy periods.</li> </ul> <p>Statutory 12 periods and 4 special periods are available.</p>	<p>It is feasible.</p> <p>We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on financial accounting &amp; reporting as</p>

S/N	Ref	Question	Answer
	Section VII. Purchaser's Requirements Paragraph 4.1.2  Functional Requirements Financial Accounting		per requirements of the IFB and as per best practices applicable to the offered solution
13	Section VII. Purchaser's Requirements Paragraph 4.1.2  Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>• Has the ability to produce cost of sales data.</li> </ul> Please provide more details on this with examples	The cost of products ready for sale <ul style="list-style-type: none"> <li>• Plus the cost of its net purchases (purchases minus purchase discounts and purchase returns and allowance) and freight-in</li> <li>• Equals the cost of products ready for sale</li> <li>• Minus the cost of any inventory or required services</li> <li>• Equals the cost of sales (or cost of goods sold)</li> </ul>
14	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>• Supports different financial statement formats, fiscal year closing dates, and automatic closing entries for multiple companies simultaneously.</li> </ul> What are different financial formats?	Different business units within PDS may require various financial statement formats and these will be developed during detailed design.
15	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>• Supports the entry and use of Statistical Amounts.</li> </ul> What are the statistical amounts, provide examples?	For example: average cost of sales of the last year to be compared to present month.

S/N	Ref	Question	Answer
16	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Automatically allocates the amount of entry over many accounts according to a user defined set of rules that fit within the following:</li> </ul> <p>Please provide more details with examples</p>	Allocation costs according to defined rules, e.g. rent per sqm used by business unit.
17	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Allows defining multiple ledgers.</li> </ul> <p>How many ledgers are required?</p>	This still needs to be developed, but as indication we estimate at least 20 ledgers.
18	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Provides the ability to group chart of accounts (COA) values through user-defined categories.</li> </ul> <p>How many legal entities required (company codes)?</p>	This still needs to be developed, but as indication we estimate at least 1 per Region (There are 9 regions).
19	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Provides authorised users with the ability to define the flexible number and field size of COA segments.</li> </ul> <p>What is the max size of the segment field?</p>	Please check your ERP systems abilities and formulate your offer accordingly.
20	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Provides users with the ability to define the flexible number and field size of COA segments.</li> </ul> <p>What is the max size of the segment field?</p>	See response to S/N 19 above.
21	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Allows users to define sub-level chart of account codes (for divisional or departmental use) that roll up to standard account codes.</li> </ul> <p>Please provide more details on sub-level chart of account codes</p>	<p>The ERP system offered must have the flexibility to adapt. For example:</p> <p>53000 Cost of Sales - Salaries</p> <ul style="list-style-type: none"> <li>53010 Salary and Wages – Basic</li> <li>53020 Car Allowance</li> </ul>

S/N	Ref	Question	Answer
			<ul style="list-style-type: none"> <li>53030 Social Security</li> </ul>
22	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Provides online, immediate validity cheques in real-time to highlight errors on the screen for immediate correction.</li> </ul> <p>Please provide more details</p>	This is a typographical error. The word is “ <b>checks</b> ” and not <b>cheques</b> .
23	Functional Requirements Financial Accounting	<ul style="list-style-type: none"> <li>Enables the user to review pending transactions before posting, with appropriate security.</li> </ul> <p>What type of pending postings?</p>	Pending postings are postings which are not approved or released.
24	IFB 19.2 JV	As the only signatures on a board resolution in Portugal can be of board members and the originals are in a book that cannot leave the headquarters , is it possible to have a mention to the name of the representative and indication of its identification document and present in the proposal a notary certified copy of the Board Resolution and certified copy of the Identification Document of the Legal Representative showing the signature, instead of having the signature in the Board Resolution?	<p>The requirement has been revised. Bidders are required to provide a validly executed Power of Attorney.</p> <p>The words “or any other authorization in accordance with the Governing Law” are hereby deleted.</p> <p>In addition: The Power of Attorney <b>does not</b> need to be duly authenticated by the Ghana Consulate.</p>
25	IFB 19.2 JV	Is it possible to present the Board Resolutions, Powers of Attorney from each member to its representative and Partnership Agreement just certified by a notary or Commissioner of Oaths of the country of the JV member declaring that he confirms the identity of the signatory against the Identification Document mentioned and have a due diligence requiring the members signatories to be present in Ghana for the negotiation meeting for in place confirmation signed documents by a local notary?	See response to S/N 24 above.



S/N	Ref	Question	Answer
26	BDS ITB 6.1	<p>The qualification criteria on the BDS ITB 6.1 (a) are less restrictive than those presented on the table of page 59 Point 4. Qualification. Can we interpret that the minimum qualification criteria is the ones presented on the BDS and those on the table on page 59 are desirable minimum requirements that will be taken into account for the evaluation but not motive for disqualification if not fully meet?</p> <p>We request urgent position on this issues as they may have a big weight on our capacity to bid for this tender.</p>	<p>Bidders are required to meet all qualification requirements of BDS ITB 6.1 (a) including those in Section VII 4. Qualification.</p> <p>Note that BDS ITB 6.1(a) refers to “The ERP Software proposed by the Bidder must be an integrated, configurable off the-shelf ERP System from a single software vendor”. The table on page 59 refers to the Bid coming from a Joint Venture or association.</p>
27	<p><b>Section I – Instructions to Bidders (ITB)</b></p> <p><b>14. Bid Prices</b></p>	<p>According to clause 14.1 and 14.3 “General conditions of the contract”, most of the services are exempted of taxes in Ghana. Please confirm us the following:</p> <ul style="list-style-type: none"> <li>a) Is the Project exempted of direct taxes (i.e. withholding tax) and indirect taxes (i.e. value added tax)?</li> <li>b) Please confirm if Supplier should include all the applicable taxes in Ghana in terms of bid price.</li> <li>c) In case of applicable exemption, please confirm if Supplier’s subSupplier s are also exempted of taxes for the services or purchases related with this Project and contract.</li> </ul>	<ul style="list-style-type: none"> <li>a) The Project is tax exempt including withholding tax and VAT.</li> <li>b) Any of such taxes mentioned in a) above included in the bid price, shall not be considered by MiDA.</li> <li>c) All approved Sub-Contractors to of the Main Supplier shall receive same tax exemptions as the main Supplier.</li> </ul>
28	<p><b>Section VII – Purchaser’s Requirements</b></p>	<p>After analyzing the Tender Document, we understand that the technical specifications required under the tender are asking for not only an ERP functionality; but an ERP, Customer Information System (CIS) and Asset Management System functionalities. According to the definition of an ERP given by recognized independent analysts, such as Gartner, the scope of the referenced</p>	<p>The project scope is as specified within the IFB</p>

S/N	Ref	Question	Answer
		tender goes far beyond the standard functionality of an ERP. Please confirm that the scope of the project only includes the implementation of the ERP functionality and its integration with the current CIS system.	
29	<b>Section I – Instructions to Bidders (ITB), D. Submission of Bids</b>	In order to prepare a comprehensive technical response, our company kindly requests an extension of the closing date of three (3) weeks.	As stated at the pre-Bid Meeting, MiDA is unable to grant an extension to the submission date.
30	<b>Section VII, Chapter 4.1.6</b>	Number of locations and warehouses which will be required for the timelines?  Ariba solution need is also there. Do you intend to implement it as well?	Please refer to Table 20: Business Locations are clearly specified on page 467 in Section VII of the IFB.  Ariba solution is not mentioned anywhere in the IFB document.
31	<b>Section VII Purchaser’s Requirements Paragraph 4.1.9</b>	This is in reference to the section VII 4.1.9 "Human Capital Management", Job postings, Online Recruitment, Candidate Online Profile pertains to Success Factors "Recruitment Module" all scope is covered in SAP ERP.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
32	1649	Provides cheque-printing services.	Should SAP HCM will print and reconcile cheque?  See response to S/N 31 above.
33	1650	Allows for manual Payroll cheques to be produced and printed.	
34	1651	Allows voiding payroll cheques by selecting the appropriate cheque; changes are applied to applicable quarter’s totals.	
35	1652	Provides for cheque reconciliation.	

S/N	Ref	Question	Answer
36	1653	Provides a menu-driven payroll cheque reconciliation process.	See response to S/N 31 above.
37	1654	The proposed system's cheque reconciliation function is interfaced with bank supplied cheque data electronically.	See response to S/N 31 above.
38	1656	Supports the simultaneous use of different payment methods (e.g., direct deposit, live cheque).	See response to S/N 31 above.
39	1665	Prints cheques in any order, which may differ from payroll registers.	See response to S/N 31 above.
40	1657	Provides the ability to prenote.  What is your understanding of Prenote?	A prenote test transaction gets sent to the bank to make sure that the provided employee account information is valid before setting up a direct deposit transfer to pay the employee.
41		Creates an “ACH” file for direct deposit.	ACH (Ghana Automated Clearing House) file is the medium used to transfer funds between bank accounts.
42		Enables a re-run of the “ACH” file to include adjustments.	
43	<b>Section VII 4.1.4</b>	In Section VII 4.1.4, “Financial Accounting”, Please note that as far as Tariff & Billing, Usage Readings, Reading Sheets, Sales and Utility Billing Functionalities are concerned, we can only make interface or create uploads to populate the billing data in the system to some extent. But if we have to go for the functionalities as mentioned in the RFP, then I think we need proper ISU solution for that. Rest of the scope (General Accounting Functions, Audit Functions, Annual Budget Functions, General Ledger Processing and Reporting, Account Receivable Processing and Reporting, Account Payable Processing	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.

S/N	Ref	Question		Answer
		and Reporting, Fixed Asset Accounting Processing and Reporting) is covered in Financial Accounting.		
44	1461 <b>Table 1: Engineering &amp; Capital Projects</b>	SD Module is not mentioned however there is a point no. 1461 which indicate that MiDA deal with customer projects so there might be need for SD.		We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
45	1425	Links and/or allows (independent from Commercial & Service Management) but also reciprocal access to the HR Workforce Management in HCM in terms of:	HR Data will be updated from PS? Kindly explain this point.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
46	1426	o Staff scheduling.	Kindly explain, staff scheduling.	See response to S/N 45 above.
47	1436	o Due date.	Is due date mean project finish date?	See response to S/N 45 above.
48	1437	o Percentage complete.	Projects can be filtered out on the basis of POC after executing reports.	See response to S/N 45 above.
49	1441	Accommodates the transfer of funds between projects. Kindly Explain Funds as Budget can be transferred?		See response to S/N 45 above.
50	1443	Provides the ability to allocate expenses by fund number, account number, cost centre, project number, etc. (including indirect cost overhead)  Expenses can be allocated/distributed over projects, kindly explain allocation of expenses by fund/account number?		See response to S/N 45 above.

S/N	Ref	Question	Answer
51	1447	Supports the automatic allocation of Project Execution Tasks based on Project Type and Project Location (Region).  Please note there is no automatic allocation of tasks.	See response to S/N 45 above.
52	1448	Supports and utilises a user-defined Work Breakdown Structure (WBS) for:	See response to S/N 45 above.
53	1449	o Clients.	See response to S/N 45 above.
54	1450	o Projects.	See response to S/N 45 above.
55	1451	o Tasks.	See response to S/N 45 above.
56	1452	o Activities.	See response to S/N 45 above.
57	1453	Allows import, synchronising and utilisation of Microsoft Project or documents from alternative tools.  Kindly provide detail of alternative tools.	MS Project is not the only project management tool available. We are not restricting Bidders to MS Project.
58	1454	Supports Network or Critical Path Analysis (ex. PERT) for Projects.  PERT is not available	("ex." is corrected to "e.g." meaning: example)  Other analysis options are also acceptable. Please check your ERP systems abilities and formulate your offer accordingly.
59	1459	Supports Tracking of Employee Expenses and Time. Cost of employee charged to project can be tracked.	Please check your ERP systems abilities and formulate your offer accordingly.
60	1460	Allows MRP Scheduling and Planning for Projects.	Please check your ERP systems abilities and formulate your offer accordingly.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
		MRP process is available but not recommended. Project based procurement method through activity planning is better.	
61	1461	Allows Addition of Customer Orders or Releases to an Existing Project.  If there are customer/revenue based projects than SD Module might be needed.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
62	1463	Allows tying originating docs to object (Asset ID).  Originating Doc mean System Generated Accounting Doc?	That refers to the original documents, i.e. plans, invoices, user manuals etc. to be tied to the object for additional information.
63	1464	Allows defining approval by specific USD/GHC amounts per purchase/project for approval.  Only conversion rates available through reports	Please check your ERP systems abilities and formulate your offer accordingly.
	1470	Supports RF bar-coding capabilities.  Kindly explain bar-coding requirement.	Assets and inventory items may be barcoded. Barcoding is clearly and explicitly provided in the IFB document.
64	1475	Automatically makes the required General Ledger entries at the end of each accounting period.  What kind of Automatic GL Entries?	This means the data would have been generated to allow for seamless posting to the GL. As stated in S/N 23, this does not mean automatic, unauthorised postings.
65	1478	Provides the ability to both manually or automatically close a job- or work order upon completion.  Only manually a project status can be set to close.	A workflow can also be closed automatically. Furthermore, we cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.

S/N	Ref	Question	Answer
66	1480	Tracks and reports on all (multiple) funding sources and/or contracts for each project.  One project if funded through multiple sources then IM module will cover the requirement.	The remark is noted.
67	1483	o Reports based on the date range (user-defined, fiscal year, etc.).  What type of reports based on “date” range?	Any report that need to be produce based on date a date range, e.g. income statements
68	1484	o Exception reports or criteria-driven reports (e.g. accounts that are 75 % expended at mid-year).  Not in standard, Can be provided through Enhancement (Custom Reports)	The remark is noted.
69	1486	o Customized management and budget reports based on any budget data field.  Elaborate “Budget data field”	For example: In an income statement there is an “actual value” compared to a “budget value”.
	1488	o Include charts and other graphical information.  Gantt Chart is available.	The remark is noted.
70	1489	· Provides the ability to query and report on the following information by:	
71		o Date.	Detail information on reporting requirement will be required
72	1492	o Fund.	Detail information on reporting

S/N	Ref	Question		Answer
			requirement will be required	
73	1493	o Budget.	Detail information on reporting requirement will be required	
	1496	o and/or by period:		
74	1498	- Beginning budget.	Budget info for projects is only available on the basis of Fiscal Year not by period. Plan cost is available according to period	The remark is noted.
75	1499	- Amended Budget.	Budget info for projects is only available on the basis of Fiscal Year not by period. Plan cost is available according to period	The remark is noted.
76	1502	- Transfers (In and Out).	What kind of Transfers?	Internal budgetary transfers, account fund transfers etc.
77	1511	· Grants.	Kindly Explain what kind of Grants for projects?	Non-loan funds and sponsorships, etc.
78	1515	· Billing.	What kind of Billing for Project?	Billing for power sales, services or works, etc.
79	1518	· Field Services.	Kindly explain Field Services	Refer to chapter 2.2.2. Commercial & Service Management
80	1492	o Fund.	Detail information on reporting	The remark is noted.



S/N	Ref	Question		Answer
			requirement will be required	
81	1493	o Budget.	Detail information on reporting requirement will be required	The remark is noted.
83	1498	- Beginning budget.	Budget info for projects is only available on the basis of Fiscal Year not by period. Plan cost is available according to period	The remark is noted.
84	1499	- Amended Budget.	Budget info for projects is only available on the basis of Fiscal Year not by period. Plan cost is available according to period	The remark is noted.
85	1502	- Transfers (In and Out).	What kind of Transfers?	See response to S/N 76 above.
86	1511	· Grants.	Kindly Explain what kind of Grants for projects?	See response to S/N 77 above.
87	1515	· Billing.	What kind of Billing for Project?	See response to S/N 78 above.
88	1518	· Field Services.	Kindly explain Field Services	See response to S/N 79 above.
89	<b>Section VII 4.1.2</b> Table 11: 15	Has an "Agent" or "Wizard" facility for the creation of business processes or workflows.		

S/N	Ref	Question	Answer
		This point needs further clarification for TOR used as “Wizard”? Please explain this requirement in detail	See response to S/N 7 above.
90	Table 11: 51	Provides automatic generation of web forms.  Please explain this point further, purpose, depth and to which extent such automation is required?	See system should be able to generate on screen forms for users to process.
	Table 11: 90	Supports Workflow import/export from/to Visio and/or other 3rd party BPM tools.  Please explain this point further, details and purpose for this requirement	See response to S/N 10 above.
91	Table 11	Interfacing  We require list of softwares to be integrated with ERP, Their Business process for the industry and technical documentation stating the programming language, database used and capability to consume/expose inbound/outbound communication web services.	The IFB document clearly specifies which systems to integrate with. Any further integration with other systems may also be offered if provided at no extra cost and if fully supported within the Bidders baseline product
92	<b>Section VII 4.1.7</b>	After reviewing Enterprise Asset Management (Section VII 4.1.7), it seems like there is a requirement for Document Management System (DMS) to store Schematics, Drawing, Regulations etc.  Also, there are a lot of integration points which can be covered with ISU-Device Management module and Customer Services/Customer Relation Management (CRM) modules.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
93	Gen	1-Are there any legacy systems working for billing, outage management?  2-If yes, then what are the technical details.	Refer to Chapter 4.2 in Annexure 5.5.4. ERP ICT Environment Attachment.

S/N	Ref	Question	Answer
		3-Total no. of installed meters? (AMRs and non AMRs both 4-Total no. of customers? 5-Total no. of transformers (PMTs)?	Refer to Chapter 10.3 in Annexure 5.5.4. ERP ICT Environment Attachment.  Estimated 4 Million (AMR/Non-AMR not known).  Estimated 4 Million.  An up to date estimate is not available at this point.
95	HCM	What is employee strength & HR Users?	Please refer to Table 19: Head Count of PDS staff on page 464 in Section VII of the IFB
96	HCM	How many legal entities (Legal employers)?	PDS only.
97	HCM	Number of Locations / HR Users Specific to Access for those Location	See response to S/N 95 above.
98	HCM	Does the complete HR dept.(all functions) works out from Corporate HQ - Ghana or Outside Ghana as well	Corporate HQ – inside Ghana only.
99	HCM	Is there any system used currently to support the business? Name it and for how long?	Refer to Annexure 5.5.4. ERP ICT Environment Attachment.
100	HCM	How many years history to be migrated? If yes, what are all the components?	Yes, Refer to chapter 2.3. in Section VII of the IFB document.
101	HCM	Please specify if any Language to be considered for Implementation Apart from English	English is the only language for implementation.
102	HCM	What are different employees (permanent/temporary/contractor ) do they capture in system?	Yes, all.
103	Gen	Organization structure brief: a. Operations globally? Name them	No.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
104	Gen	b. How are the HR services being managed currently for all these location(s)?	HR personnel in place in most locations.
105	Gen	c. Do you wish to implement the system for all these location(s)? Bing bang or phased approach?	Phased Approach.
106	Gen	d. What is the current Employee strength? Future plans for expansion	Please refer to Table 19: Head Count of PDS staff on page 464 in Section VII of the IFB
107	Gen	e. How many legal entities (Legal employers)?	One.
108	Recruit	Do you have IT system to support application afterwards?	It depends on the type of IT System required by the proposed solution.
109	Recruit	Do you need single sign on functionality?	Please refer to Chapter 2.2.10 and Chapter 4.2.1 of in Section VII of the IFB.
110	Recruit	How many self service requests do you have which employee should raise via self service in addition to leaves? For example salary advance, loan application, letter requests (salary certificates, credit card application, address proof etc.) etc.?	At this stage only leave requests are specified, but the offered system should allow for further functionality.
111	Recruit	How many requests via self service do you have which needs payment via payroll? For example salary advance, loan application, reimbursements requests etc.	None. See response to S/N 110 above.
112	Recruit	Is there any system used currently to support the business? Name it and for how long?	Please refer to Chapter 10.3 in Annexure 5.5.4: ERP ICT Environment Attachment.
113	Gen	Do you have database of profiles which you would like to migrate to new system?	Yes, a HR System is currently in use.  Please refer to Chapter 10.3 in Annexure 5.5.4: ERP ICT Environment Attachment.
114	Gen	Are you looking at the on-boarding process to be automated?	No.
115	Gen	Is the offer/Employment letter issued in Arabic or English or both?	See response to S/N 101 above.
116	Gen	Provide approximate count for offer letters to be configured?	Unlimited.

S/N	Ref	Question			Answer
117	Gen	Which mail client (Outlook, Lotus etc.) do you use?			In-house MS Outlook is used.
118	Gen	Do you have integration with 3rd party vendors for Assessments, Psychometric testing?			No.
119	Gen	Do you have recruitment done thru Agencies? If yes, please mention the approximate count?			Refer to chapter 2.3. in Section 7 of the IFB document.
120	Gen	List down different recruitment processes in the Organization? Ex:- Budgeted, Unbudgeted or based on different grades?			Refer to chapter 2.3. in Section 7 of the IFB document.
121	Gen	List down the reports which system is expected to generate?			Refer to chapter 2.3. in Section 7 of the IFB document.
122	Gen	Which HR system are you using?			Refer to Chapter 10.3.2 of Annexure 5.5.4. ERP ICT Environment Attachment.
123	Gen	Is there any Integration required with HR system? If yes, please elaborate.			Refer to Chapter 2.2.8 and 2.3.6.1 in Section VII of the IFB document.
124	Gen	How many career portals to be configured?			Refer to chapter 2.3. in Section 7 of the IFB document.
126	Gen	How many employee to be paid from payroll?			All, as per legislation / contract
127	Gen	How many currencies of payment?			Multi-currency capability required
128	Gen	How many payrolls do you have currently?			One
129	Gen	What's the payroll frequency (Monthly, Bi-weekly, Weekly)?			Refer to Annexure 5.5.1 in Section VII of the IFB document.
130	Gen	Please provide approximate count of following types of payroll elements?			
		<b>Frequency</b>	<b>Type</b>	<b>Count</b>	
131	Payroll	Recurring (Paid every month to employee)	Earning		The requirements are being developed and shall be provided to the Supplier.

S/N	Ref	Question			Answer
132	Payroll	Recurring (Deduct every month from employee)	Deduction, Employee charges, Employer Charges		
133	Payroll	Non-Recurring (Deducted only on need basis ex:- Phone Bill deduction etc.)	Deduction	Non-Recurring (Deducted only on need basis ex:- Phone Bill deduction etc.)	The requirements are being developed and shall be provided to the Supplier.
134	Payroll	How do you maintain time entry for employees? Does it have any linkage with payroll ?			
135	Payroll	Are the employees paid only thru bank? Or thru other payment methods also like Cheque and cash?			
136	Payroll	Which finance system do you have for costing? Does costing runs only at the end of month?			Manual costing system. Costing runs take place as needed.
137	Payroll	Is there any other third Party system application which is integrated with the payroll system?			
138	Payroll	Is there need of any other Payroll integration with third party system?			Payroll should be part of the overall ERP Solution.
139	Talent	Is there any system used currently to support the business? Name it and for how long?			Talent and compensation management is not part of the ERP requirement as defined in the IFB.
140	Talent	Any need to migrate final year rating history?			
141	Talent	Assumption is that process in customer is goal setting, goal tracking and year-end review? Does your process differ from this?			
142	Talent	Do you have concept of mid-year review?			
143	Talent	Appraisal process standard across whole organization? If not, then what's the difference?			

S/N	Ref	Question	Answer
144	Talent	Does your appraisal process based on competency (functional/behavioral)?	
145	Talent	Is the competency mapping defined for each job/position?	
146	Talent	Do you have concept of peer review during the appraisal process or its just between employee, manager and reviewer?	
147	Talent	Do you have concept of probation review?	
148	Talent	There is reference of 360 degree appraisal. Does it involve rating also from all the participants or its just feedback? How do you do 360 degree appraisal?	
149	Talent	How is the final year rating calculated? Would appreciate if you can provide us the formula?	
150	Talent	Do you use 9-box matrix as per performance and potential placement of employees?	
151	Talent	Do you have integration with 3 <sup>rd</sup> party vendors for Assessments?	
152	Compensation	Is there any system used currently to support the business? Name it and for how long?	
153	Compensation	What are different rewards (Bonus, Salary Increase etc.) applicable in Customer?	
154	Compensation	Is the compensation review happens only on Gross or each component of gross?	
155	Compensation	Compensation letter to employee is given in Arabic or English?	
156	Compensation	Can you please list down other factors (at high level) involved other than performance rating for Bonus and Salary increase?	
157	Finance	How many Legal entities exists? Nature of the legal entities and type of holding ?	

S/N	Ref	Question	Answer
158	Finance	The country to which the Legal Entity belongs	Ghana
159	Finance	Locations and number of branches within each country/entity and details thereof	Please refer to Table 20: Business Locations on page 467 in Section VII of the IFB
160	Finance	Name the Division or Department or sub-divisions and what business functions performed by them.	Refer to Annexure 5.1. in Section VII of the IFB.
161	Finance	Do you have current business process defined and documented	Refer to Annexure 5.5.1 in Section VII of the IFB.
162	Finance	What are the current pain areas which are intended to be addressed by the new ERP system	Refer to Annexure 5.5.2 in Section VII of the IFB.
163	Finance	What are the current manual process which are intended to be automated by the new ERP system	Refer to Annexure 5.5.1 in Section VII of the IFB.
164	Finance	What are the 3rd Party system, custom bolt-on system and their functionalities	Refer to Chapter 10.3 in Annexure 5.5.4 in Section VII of the IFB.
165	Finance	What are the primary reason for changing the current system.	
166	Finance	What is the current system? And what Technology it is based ?	Refer to Annexure 5.5.2 in Section VII of the IFB Refer to Chapter 10.3 in Annexure 5.5.4 in Section VII of the IFB.
167	Finance	What are the business process covered ? Or Modules implemented	The As-Is processes are covered by the existing systems, but are regarded as not relevant for the ERP to be proposed.
168	Finance	Any customization done in the current system? Describe briefly?	This information is not regarded as relevant for the deployment of a new ERP as per the scope of services requested.
169	Finance	Provide details of any other 3rd Party system, custom-bolt on system and their functionality handled?	Refer to Chapter 10.3 in Annexure 5.5.4 in Section VII of the IFB.
170	Finance	Do you have relevant and update documentation on your current system. Provide the high-level IT architecture	Refer to Annexure 5.5.4 in Section VII of the IFB.



S/N	Ref	Question	Answer
171	Finance	How the current system is integrated? Is there any process that cannot be decoupled separately. Is it tight integration	This information is not regarded as relevant for the deployment of a new ERP as per the scope of services requested.
172	Finance	What are the interfaces inbound or outbound that feeds to your current system.	
173	Finance	What tool or product is used for Reporting, Consolidation purpose.	
174	Finance	Provide brief details about current system license expiry, support period etc.	
175	Finance	Is the master data stored outside the financial system? If so, in what system? (Ops system? Other?) And how is it fed to the financial system?	Master Data are stored in various systems. Refer to Annexure 5.5.4 in Section VII of the IFB.
176	Finance	No of vendors	Refer to Chapter 2.1 in Section VII of the IFB.
177	Finance	Are vendors created separately for each branch, or for the whole entity?	Yes
178	Finance	No of customers	Refer to Chapter 2.1 in Section VII of the IFB.
179	Finance	Are customers created separately for each branch, or for the whole entity?	Yes
180	Finance	No of bank accounts and currencies	100+ accounts.
	Finance	<b><u>Transaction Processing</u></b>	
181	Finance	Average no of payable invoices per month & line items	The data and its sources are presently being evaluated and be provided to the Supplier.
182	Finance	Average no of sales invoices per month & line items	

S/N	Ref	Question	Answer
183	Finance	Number of Trial Balance lines in GL	
184	Finance	Number of Fixed Asset lines.	
185	Finance	Any other Transactions nature and its volume information	
186	Payables	Details about Supplier Master ? How the data is organized at branch level or across all entities?	There are suppliers district, regional, national and international suppliers the master data are organised at different levels,
187	Payables	What types or mode of Payment processed	Advance payments, down payments, project related progress payments.
188	Payables	Do you print or intend to print cheque from the new system	It is not a mandatory requirement.
189	Payables	Do you have Electronic (XML) or Wire payment and/or enabled with your Bank.	Yes, via ACH, see response under S/N 41
190	Payables	Do you process Advance payment to your contractors	Yes, see response under S/N 187
191	Payables	Do you make post-dated payment to your contractors	Yes, see response under S/N 187
192	Payables	For what type of purchases, purchase order is generated	Standard purchase orders are required
193	Payables	How do you source or identify your supplier.	Only registered suppliers may supply. Please refer to Annexure 5.5.1 in Section VII of the IFB.
194	Payables	Does all your Supplier Invoices goes to approval? What hierarchy does it follows	Please refer to Annexure 5.5.1 in Section VII of the IFB.
195	Payables	Do you follow any Payment approval in the current system.	Please refer to Annexure 5.5.1 in Section VII of the IFB.
196	Payables	What are the various currency for which Invoices is recorded ? And on what currencies those Invoices are paid	USD and GHC
197	Payables	How do you record or process the Employee related expenses - Travel Reimbursement, Advance, Employee incurred expenses etc.	Please refer to Annexure 5.5.1 in Section VII of the IFB.
198	Payables	What system or process you follow for Petty Cash.	Please refer to Annexure 5.5.1 in Section VII of the IFB.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
199	Receivables	Details about Customer Master?	Please refer to Annexure 5.5.1 in Section VII of the IFB.
200	Receivables	What are the source system from which the Receivables transactions originates	From meter readings and the 800 different prepaid vendors. For further details refer the BPM under Annexure 5.5.1 in Section VII of the IFB.
201	Receivables	What are the various type of transactions currently processed in Receivables - Invoice, Deposit, Guarantee, Receipt etc.	Invoice, Deposit, Guarantee, Receipt, Prepaid Utility Billing etc.
202	Fixed Assets	How many Asset Categories exist and number of Assets.	Unknown,
203	Fixed Assets	How many Assets books are maintained and for what purpose ?	The is presently under consideration by another separate project.
204	Fixed Assets	What are various Depreciation Methods followed	Refer to the depreciation section in Table 13 on page 399 in Section VII of the IFB.
205	Fixed Assets	What is the oldest date of Asset placed in Service	Unknown
206	Fixed Assets	Do you have Construction Work in Progress Assets.	Yes
207	Cash Management	How many unique Bank and Bank Branch are defined	PDS is customer of most banks in Ghana
208	Cash Management	How many Bank Accounts and for which functions they are being used?	Receipt and Payments at most banks in Ghana
209	Cash Management	Do you have Electronic Bank Statement and do you intend to import bank statement and perform Auto Reconciliation	Yes, see S/N 41
210	Cash Management	What is the format type of Electronic Bank Statement?	Please refer to the response under S/N 41
211	Bidder Qualification	Please clarify the qualification for Subcontractors. Does the experience of subcontractors count in bid evaluation?	Please refer to ITB 6 Qualifications of the Bidder and ITB 6.1 entries in the Bid Data Sheet.
212	Subcontracting	Considering that Maintenance & Support can be subcontracted, does it imply software licenses for the application software applications can be subcontracted as well?	Please refer to ITB 6.1 (c) and corresponding entries in the Bid Data Sheet.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
213	Tariff & Billing Functionalities	The proposed ERP Software makes provisions for: -> A risk classification to be attached to customer master data  1) How is the risk classification rated?	The requirements are being developed.
214	Tariff & Billing Functionalities	2) Based on what concepts and/or formulae?	
215	Tariff & Billing Functionalities	3) What is the periodicity, or assumption, of risk classification?	
216		The proposed ERP Software makes provisions for: -> Volumetric tariffs  1) We understand that volumetric tariffs are electricity costs that vary due to electricity use (the more kilowatt hours used, the higher this portion of the invoice). These charges can be a bundle of different elements (fuel, energy efficiency), or cover only the short-term variable costs a utility incurs. Is that what you refer to?	The requirements are being developed.
217		The proposed functionality of the ERP system supports determination of: -> Irregular billing periods  1) What do you mean by that? Do you mean for instance, a non-periodic billing period in the monthly billing period? Can you list examples.	PDS uses monthly billing cycles for different classes of customers.

S/N	Ref	Question	Answer
218		<p>The proposed ERP Software makes provisions for:            -&gt; Billing based cycles based on freely definable intervals</p> <p>1) What do you mean by “freely definable intervals”?            Please provide us some examples</p>	<p>The ERP shall permit any user-defined billing period to be implemented</p>
219		<p>The proposed ERP Software:            -&gt; Allows in case required the capturing of usage readings:                a) Manually (one by one) AND                b) Upload/import from a file in Excel and/or CSV (and optionally other) formats            -&gt; Allows capturing of manual readings (estimates, customer reading) and flag the reading as such.            -&gt; Creates reading routes (grid subsets) and set a reading interval for the route.            -&gt; Links or delink a location to a reading route.            -&gt; Assigns meter readers to routes.</p> <p>1) IS-U for Utilities allows to manage implausible readings, billing documents and invoicing documents based on pre-defined values. Do you refer to these? Please clarify.</p>	<p>We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.</p>
220		<p>The proposed AR software:            -&gt; Supports the integration with a meter management and data provision application which is a combination of:                - Siemens – MMS.                - Syntell - S3 Vending System.            -&gt; Captures and uses validation rules against which the imported and manually entered meter reading will be validated.</p>	

S/N	Ref	Question	Answer
		1) Who will be responsible for this integration process?	The Supplier.
221		2) Do you have a valid maintenance contract with these suppliers?	PDS is expected to have relevant maintenance contracts with its Suppliers.
222	Sales & Utility Billing	<p>The proposed AR software:</p> <ul style="list-style-type: none"> <li>-&gt; Separates and reports on suspicious or implausible readings.</li> <li>-&gt; Separates ok readings for a separate billing dispatch.</li> <li>-&gt; Allows to separate implausible and plausible billing documents for independent, double track processing</li> </ul> <p>1) IS-U for Utilities allows to manage implausible readings, billing documents and invoicing documents based in pre-defined values. Do you refer to these?</p>	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
223	Sales & Utility Billing	2) What do you mean by "double track processing"?	The ERP system should allow to separate implausible and plausible billing documents for independent processing. Double track processing means in this context to release correct ones and repair incorrect ones to be released at a later stage.
224		<p>The proposed AR software:</p> <ul style="list-style-type: none"> <li>-&gt; Allows user-defined invoice formats.</li> </ul> <p>1) Do you mean the layout (print) format or the SAP invoice document visualization (like what columns to show, etc.)?</p>	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
225	1055	Allows the compilation of an Annual Procurement Plan based on the EAM requirements or engineering budgets to track and update it.	Yes

S/N	Ref	Question		Answer
226	1056	o The Procurement Plan shall be updatable in accordance with normal audit conditions and be trackable.	Are annual procurement plans defined within the EAM needs?	
227	1077	<ul style="list-style-type: none"> <li>Enables an administrative user to define workflow processes needed to obtain approval for a purchase.</li> </ul> <p>The approval process is automatically defined as the rules are registered in the system. Is it requested that the approval process could be defined manually for each purchase order?</p>		As stated in S/N 23, there should not be automated postings. It refers to define workflow processes for routing and approvals. There can be different flows for different parameters.
228	1107	<ul style="list-style-type: none"> <li>Inventory system to provide a Maximum/Minimum Order (Purchasing) Quantity data element.</li> </ul> <p>Will validation of the quantities registered on the inventory update the plant stock and based on the rules of MRP Purchase requisitions or orders will be proposed?</p>		Yes, as defined in the MRP standard, please refer to Chapter 2.2.5 in Section VII of the IFB document.
229	1152	<ul style="list-style-type: none"> <li>Enables users to generate a summary or detail level report.</li> </ul> <p>What kind of detail?</p>		The level of detail would be dependent on purpose and user requirement for that report.
230	1241	<p>Provide Special Inventory Reports.</p> <p>What kind of data should be reported in the special inventory reports?</p>		The requirements are being developed.
231		<ul style="list-style-type: none"> <li>Makes provision for external suppliers and vendors being able to log in and use the system to participate in the:</li> </ul>		Customer Portal functionality is specified within the IFB and Bidders are to note that this is an Optional Item, as defined within IFB Figure 1
		o Procurement process.		

S/N	Ref	Question		Answer
		o Material management process.	What are the functionalities expected to be done by the vendors and suppliers in the portal?	
232	Planning & Budgeting	1) Should budget preparation be done within the integrated system with all functional areas involved?		Yes
234	Planning & Budgeting	1) Should the system budget for costs and income only?		Cost and Income and Balance Sheet Items need to be covered.
235	Planning & Budgeting	1) Should budget integrate with all the financial system?		Yes.
236	Treasury	1) Should treasury management come with cash management?		Yes
237		Allows attachment of additional supporting documents to system objects (e.g. purchase orders, invoices, job cards etc.) to any type of transaction.		
		1) Should all business transaction support documents be attached to the ERP or can they be attached to an ancillary system and integrated with the financial one?		Both is ok as long as the documents are readily available from the relevant transaction.
238		Allows Custom Workflows with notifications and alerts.		
		1) Should the workflow work only for ERP or should it integrate with other systems?		Part of this scope is for the ERP System only.
239		Supports for processes with multiple start and end points.		
		1) Should the support be manual or automatic?		The question is not related to the specified requirement.



<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
240		<p>The Bidder should take note of the fact that the development of Customer Portal is classified as optional and earmarked to be implemented at a later stage.</p> <p>1) Will a customer portal implementation be made after ERP is completed?</p>	This is an optional requirement.
241	Human Capital Management	Are there any constraint with cloud data storage?	Cloud storage is not provided for under Human Capital Management.
242	Human Capital Management	According to the information, the client has more than 6800 employees. Is it expected that every employee will have access to employee portal? About licensing, must we estimate for 7000 users?	<p>Kindly refer to Tables: 2.5.1 and 2.7.3.1 of the Price schedules in Section IV.</p> <p>It is expected that the maximum number of licences will not exceed 4500 (core and optional) licences.</p>
243	Integrations	Are there any kind of webservices already created to be consumed by the solution?	None.
244	Integrations	If so, what integration technologies are used? (REST, SOAP, )	See response to S/N 243 above.
245	ICT Infrastructure	Can you please share the current size of information (Database) that we should consider?	Refer to Annexure 5.5.4. ERP ICT Environment Attachment
246	ICT Infrastructure	Can you please share the level of the Datacenter, size, and details of the environment of the Datacenter (alerts and intrusion detection system, controlled access, power schema, colling), what is the scope of the datacenter proposal?	Refer to Annexure 5.5.4. ERP ICT Environment Attachment
247	ICT Infrastructure	Type of disaster recovery needed (about the requested features are already implemented on any of existing systems? Any Disaster recovery plan already designed? Any existing BCP?)	Refer to Annexure 5.5.4. ERP ICT Environment Attachment and the requirements specified in the IFB.
248	ICT Infrastructure	Can the replication scenario be by software (VMware srm? Storage replication?)	

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
249	ICT Infrastructure	Can the virtualization solution have its own management and high availability? (Ex. Vcenter with ft and ha ? )	Yes, if it fulfils the requirements of the IFB. However, we do not make product specific recommendations.
250	ICT Infrastructure	Type of infrastructure landscape (all on prem, hybrid, all cloud)?	Refer to Annexure 5.5.4. ERP ICT Environment Attachment and the requirements specified in the IFB.
251	ICT Infrastructure	Does the ERP need to be integrated with an existing Active Directory? or can be with its own authentication?	Yes, it should be integrated with the existing Active Directory and adhere to the requirements specified in the IFB.
252	ICT Infrastructure	The required backup plan and software should integrate with yours or can be completely separate just for ERP solution? (plan, hardware and software?)	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on ICT infrastructure as per requirements of the IFB and as per best practices applicable to the offered solution.
253	ICT Infrastructure	Any existent archiving solution (hardware and Software)?	No
254	ICT Infrastructure	Security profile of the Datacenter - should we consider any firewall solution to improve your actual?	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on ICT infrastructure as per requirements of the IFB and as per best practices applicable to the offered solution.
255	ICT Infrastructure	Should networking connections between storage and servers have to be at least 10gbs?	Yes at least 10gbs
256	ICT Infrastructure	What is the estimate data growth for the past years to calculate the amount of space for the next 5 years at least?	Refer to the figures provided in Chapter 2.1 in Section VII of the IFB and the requirements of the offered solution to forward well founded estimate and corresponding offer.
257	337	Bidder understand that for Reporting, Visualizations and Dashboard, ECG is currently using - Oracle BI and	

S/N	Ref	Question	Answer
	1st Paragraph , Bullet Point (7) Data Visualization, Reporting formats and dashboards;	Oracle Data Integrator. Is it a custom built Data Warehouse and Business Intelligence solution have deployed Oracle BI Applications (OBIA)? please confirm.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
258		For the new requirements related to Data Visualization, Reporting formats and dashboards can Bidder leverage the existing rather than starting everything again afresh (provided same technology solution is being proposed) 1. Software Licenses 2. Solution and Infrastructure If yes, could you share list of available licenses and hardware.	Yes, refer to the licence figures provided in Table 18 of Annexure 5.5.4 in Section VII of the IFB.
259	337 1st Paragraph , Bullet Point (7) Data Visualization, Reporting formats and dashboards;	Please share the approximate number of Business Intelligence Reports (or KPIs), Dashboards and Visualizations that needs to be developed for each of the ERP module.  If this information is not available, can Bidder assume a suitable number of custom reports, based on our implementation experience of similar solution?	The requirements are being developed.  Yes.
260	389	What is the total number of Users across the ERP modules who will access the dashboard system?	The requirements are being developed.
261	389	Is there a need to access the reports/Dashboards in a mobile device or from out side of the Organization's network?	The requirements are being developed.
262	2.1 (2) (a)	Kindly Specify the below details 1. Total Employee Base - Active Employees & Inactive Employees ( Retired, Terminated Employees which need	The requirements are being developed but are regarded as not relevant for the ERP to be proposed.

S/N	Ref	Question	Answer
		to be migrated) 2. Number Of Users for whom Payroll needs to be run (Employees , Pensioners etc.).	
263	470	ECG seems to be using Oracle EBS HRMS application for Core HR, Payroll, Performance Management. 1. Kindly Provide the Version details of the Application. 2. Is ECG planning to retire this application once the new solution is in place? 3. if Bidder Propose Oracle EBS Solution, Bidder assumes that it can utilize the existing solution by upgrading to latest version or reimplementing of HCM modules in the latest version including Performance Management. Please Confirm.	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.
264	104	Do you have Travel management system in place and want to integrate with ERP. OR do you want Travel management functionality to be provided within ERP?	Travel management is not mentioned as a requirement in the IFB document.
265	334 2.2.8	Are you open for Public cloud? If Yes, Can we propose solution on cloud. Do you have any country specific hosting constraint. Can Bidder suggest an HYBRID Model say few applications On-premise and few on SaaS (Cloud) based solution?	No.  No.
266	5920100-IFB-CB-0719 5120400 - ERP-IT-ER- Attachment - 3.13.4, 3.13.5	Bidder assume that no other 3rd party application would be tested for Security. Kindly confirm. If this assumption is wrong, please provide the below details Number of applications to be tested Number of Dynamic/Static pages to be tested	Yes, confirmed.

S/N	Ref	Question	Answer
		applications technology stack IP address to be considered	
267	5920100-IFB-CB-0719 5120400 - ERP-IT-ER- Attachment - 3.13.4, 3.13.5	Is Secure Code review Under our Scope, If yes How many Apps under Secure Code Review scope ?	Yes, but limited to the code developed by the Supplier.
268	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	Bidder understand that ECG have Kaspersky AV & Sophos Firewall.  Please confirm, if Bidder can leverage the same for new ERP implementation.	Yes.
269	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	Is perimeter security in scope ? If yes, does Bidder need to propose new solution for perimeter security then is Bidder required to propose new tool or do you want us to continue the same vendors which you have currently.	Yes, if it is needed to fulfil the IFB requirements and/or best practise as per ERP Software Vendor.  The Bidder may consider existing solutions and/or propose a new solution using the same or alternative vendors.
270	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	What will be the expected throughput of firewalls? Please confirm the additional services need to be taken like ips, antimalware, sandboxing....	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on ICT Security as per requirements of the IFB and as per best practices applicable to the offered solution
271	5920100 - ERP Implementation IFB _Master v0.16	What are the numbers of endpoints needs to consider for End point security solution?	Please refer to the licence requirements to establish the number of required end points. Please refer to Chapter 2.5.1 and 2.7.3.1 in Section IV of the IFB.

S/N	Ref	Question	Answer
	(2.4.2.3 Enterprise Services		
272	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	We understand that there are 3 datacenters so where new ERP platform will be build? Please confirm	Primary DC is the PDS Project Office and secondary DC (DR) is at Legon and Kumasi. Development and UAT to be setup at the Implementation Office (location to be determined) and later moved to the Primary DC. Refer to the IFB and Annexure 5.5.4. ERP ICT Environment Attachment for further information.
273	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	Please advise if implementation of new WAF solution is in scope of this RFP?	Not necessarily. However, if best practises of the ERP Software Vendor recommend such a solution, you can follow that approach.
274	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Please descript PKI solution in the environment. (Certificate based authentication) For which services would certificates used	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on PKI solution in the environment as per requirements of the IFB and as per best practices applicable to the offered solution.
275	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Is there a requirement of Data Leakage Prevention (DLP) solution? Please share the number of Endpoints to be considered (Desktop, server, Email)	Not at this stage.
276	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Is Security information and event management - (SIEM) in scope? If Yes please share the below details. "total number of EPS? I. Does this include the eps from entire asset inventory? c. Maximum EPS spikes? d. Number of devices being monitored? e. Is this a hybrid? On-premise? Or in cloud?	No. It is not specified in the IFB.

S/N	Ref	Question	Answer
		f. What is the technology being implemented? g. Segregation of Tier functional responsibilities?"	
277	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Is Security Operation in scope? Can SOC be based out of Ghana ?	No. It is not specified in the IFB.
278	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Is there any BC- DR plan available for the DC?	The requirements are being developed under another <u>separate</u> project.
279	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	what is the frequency of DR testing?	The requirements are being developed under another <u>separate</u> project.
281	5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)	Whether user account creation and modification are currently being done manually through Active Directory with-out any Identity and Access Management tool intervention in place?	Yes
282	2.3.9	Will PDS will be assinging a change mgmt team during project implementation? Bidder assume that ECG / MiDA will assign internal team for execution of Change Management along with Bidder consultants.	Please study the IFB document carefully, Chapter 2.3.9 of Section VII. Change Leadership Requirements on page 350 outlines the deliverables expected from the Supplier.
283	2.4.6 Development and UAT Environments 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Kindly provide the address of the Primary site (PDC ) and Disaster Recovery Site (DR) along with the distance between them which will help bidder to propose the replication solution	PDC = PDS Project Office, Accra SDC = Legon District Office, Accra Est. distance = 12 km (line of sight)

S/N	Ref	Question	Answer
284	2.4.3 ERP system requirements 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	From the enterprise solution perspective bidder can have same OEM and version of OS but few non core infra application i.e. monitoring tools may use some other OS (Windows, Linux) etc., please confirm if this mix and match of OS is accepted by ECG	Yes, but shall be limited to a minimum and be in line with the requirements of the IFB.
285	2.4.2.6 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Bidder understand that the existing replication link would be leveraged for DC/DR replication . Is the understanding correct ?	Yes, if it is sufficient to fulfil the requirements of the IFB.
286	2.4.5 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	# Please elaborate on enhanced and out of box high availability requirement.  # VM failover mechanisms and host level redundancies are to be factored . Is the understanding correct ?	Please read second half of sentence, i.e. that elaborates “on what is understood of enhanced and out of box high availability”.  Yes, if it fulfils the requirements referenced in Chapter 2.4.5, 3 para (c). of the IFB.
287	General	Please confirm for how many years AMC/Warranty prices to be included for infrastructure components (Servers, Storage, backup, DB and OS)	Please refer to Chapter 2.6 in Section IV of the IFB.
288	2.4.7 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	# Please confirm retention periods for weekly & monthly backups. # Backup proposed should be D2D or D2D2T, please clarify	We are seeking a well thought out concept and corresponding offer encompassing bidders’ proposals on the backups and required infrastructure as per requirements of the IFB and as per best practices applicable to the offered solution
289	2.4.5 5920100 - ERP	Kindly provide the RPO/RTO expected between the DC and DR	We are seeking a well thought out concept and corresponding offer encompassing bidders’



<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
	Implementation IFB _Master v0.16 (PA 060819)Issued		proposals on the Recovery Objectives as per requirements of the IFB and as per best practices applicable to the offered solution.
290	General	What is expected data growth rate per Month/Quarter/Yearly?	Refer to the figures provided in Chapter 2.1 in Section VII of the IFB and the requirements of the offered solution to forward well founded estimate and corresponding offer.
291	General	Bidder is of understanding that all hosting facilities (rack, power, cooling, etc) will be provided by ECG , Please confirm .	Please refer to Chapter 2.4.6 and 2.4.7 in Section VII of the IFB.
292	General	All backend Services like AD , DNS , etc. would be provided from current setup at DC and DR site , Is the understanding correct ?	Refer to Annexure 5.5.4. ERP ICT Environment Attachment and the information specified in the IFB.
293	General	Bidder is of understanding that only data migration is expected and not workload migration (VM migration), Please confirm?	Yes, only data migration required.
294	General	Please confirm if the DC-DR setup will be in "Active-Passive" .	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on DC-DR setup as per requirements of the IFB and as per best practices applicable to the offered solution
295	2.3.12.3-5 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	We assume that post deployment operation support is for 8*5 mode (8 hours each day with 5 days in a week) .	Please refer to section 2.3.12.3 in Section VII of the IFB document.
296	2.3.12.3-5 - 5920100 - ERP Implementation IFB	Is new ITSM tool implementation is part of this RFP scope?	No

S/N	Ref	Question	Answer
	_Master v0.16 (PA 060819)Issued		
297	2.4.2.6 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Bidder is of understanding that existing ICT infrastructure is not in the scope for support for Tier 1, 2 and 3 operation, please confirm	Yes. It is not specified in the IFB.
298	2.4.2.6 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	What is the version of VMWare vSphere used currently?	vSphere version 6.5
299	2.4.5 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Kindly confirm if ECG has implemented SDN already in the environment or you expect vendor to implement the same for ERP system.	SDN is not implemented.  We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on the ICT environment & the Software defined Networking in particular as per requirements of the IFB and as per best practices applicable to the offered solution
300	2.4.5 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Bidder is of understanding that ECG already has core network switches and other network equipment which can be leveraged by bidder for ERP implementation at DC and DR and vendor has to provide only TOR switches, Please confirm	Yes.
301	2.4.7 - 5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued	Bidder is of understanding that Rack space and Racks to house servers, storage and backup infra at PDC and DR site, Please confirm	Please refer to Chapter 2.4.6 and 2.4.7 in Section VII of the IFB.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
302	General	Please let's know the name and version of existing Monitoring and management tools; 1. ITSM (Ticketing tool) 2. Infra Monitoring- Servers/VM/Database 3. APM- Application Performance Monitoring 4. Network Monitoring 5. Asset Management and CMDB 6. MOM Layer- Manger of Manager Layer for event consolidation. 7. Backup and Storage	Refer to Annexure 5.5.4. ERP ICT Environment Attachment and the information/requirements provided/specified in the IFB.
303	General	Kindly provide the list of current infra tools which can be leveraged by bidder currently and list of tools which ECG expect bidder to implement as part of this IFB	Refer to Annexure 5.5.4. ERP ICT Environment Attachment and the information/requirements provided/specified in the IFB.
304	General	Does Bidder need to propose manage and monitoring tools from Open Source or only OEM tools (Market Leaders), Please confirm	Refer to the information/requirements provided/specified in the IFB.
305	General	Bidder is of understanding that if monitoring and management tools needs to be implemented, it is needed only for infra proposed as part of this IFB only and not for PDC`s existing infra	Yes
306	2.4.2.4 Data Center and Facilities	Bidder is of understanding that ECG is upgrading its existing infrastructure and has sufficient capacity for the new ERP solution hence please let us know if bidder needs to supply underlying infrastructure (Servers, Storage, Backup, OS) or not	Please refer to Chapter 2.4 in Section VII of the IFB.
307	2.4.2.4 Data Center and Facilities	Kindly share the existing hardware/ software inventory to asses whether these can be leverage for new ERP solution implementation	Refer to Annexure 5.5.4. ERP ICT Environment Attachment of the IFB.
309	Generic	Is MDM (Master Data Management) solution already implemented? If yes, can you please let us know which OEM MDM product is being used? This is required to know the Integration approach with ERP.	The IFB clearly specifies which systems to integrate with. Refer to S/N 91.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
		What all master data is being stored in MDM? Can you please provide list of objects e.g. Customers, Suppliers, Assets etc.	Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.
310	2.3.5.1 and Table 6: Training requirements of PDS staff	Could you please specify number of software licenses for each Functional area? Bidder need break up of 4500 ERP users so that License cost is realistic. Should Bidder propose quantity as per the user break up given in Table 6 “Training Requirements of PDS Staff”	Please refer to response to S/N 242.
311	Section 5.3 - Annexure C - Figure 41	Should Bidder assume system in orange boxes are in scope of this RFP. Systems in orange box are: e-business suite - SSM, EAM GIS ADMS Pre/Post paid Meter Management & Vending	The IFB document clearly specifies in chapter 2.3.6.1. Integration Requirements which systems to integrate with. Refer to S/N 91.
312	Section 5.3 - Annexure C - Figure 41	In continuation to above question, should we assume that Financial (GL, AP, FA, Inventory), Materials management and Payments are OUT OF SCOPE for this RFP?	They are not out of scope.  The cited Section 5.3 - Annexure C - Figure 41 refers to the As-Is situation.  The IFB document clearly specifies in chapter 2.2. Software Solution Requirements as well as in Figure 1: what is in scope, core or optional.
313	Table 21: Business Applications Overview	Does ECG / MiDA want to retain Sun Systems, Adempiere OR want to replace with new ERP system?	The IFB clearly specifies in chapter 2.3.6.1. Integration Requirements which systems to integrate with.  Refer to S/N 91.

S/N	Ref	Question	Answer
			Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.
314	Table 21: Business Applications Overview	HCM and Payroll solutions are on Oracle EBS. Do you want to upgrade OR re-implement to latest version. Is it part of scope?	<p>The IFB clearly specifies in chapter 2.3.6.1. Integration Requirements which systems to integrate with.</p> <p>Refer to S/N 91.</p> <p>Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.</p> <p>We are looking forward to a well thought through concept and corresponding offer.</p>
315	Generic	Does setup of call center / help desk in scope for System Integrator and part of this RFP scope?	<p>Should the bidder refer to an IT Help Desk Setup please refer to Chapter 2.3.12 in Section VII of the IFB.</p> <p>Should the bidder refer to Commercial Service Management please refer to Chapter 2.2.2 in Section VII of the IFB.</p>
316	Generic	How many Inventory stores exist as of now?	Refer to Table 20: Business Locations on page 467 and the information/requirements provided/specified in the IFB.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
317	2.3.9	For Change Management, Bidder would provide Consultancy service to ECG/MiDA team and ECG/MiDA team would implement / mobilize Change Management processes across organization. Bidder is not factoring effort for execution of Change Management across organization except one consultant to guide team . Please confirm our assumption and approach.	The requirement is specified in the IFB in Section VII, Chapter 2.3.9. Change Leadership Requirements what the bidder is expected to deliver. Please formulate your offer accordingly.
318	2.3.12.2. Software Maintenance	What is the duration of annual maintenance support for implemented ERP?	Refer to Chapter 2.3.12.2 Section VII and Chapter 2.6 and 2.7.4 in Section IV of the IFB.
319	2.3.12.2. Software Maintenance	What is the duration of AMC required for Software Licenses	Refer to Chapter 2.3.12.2 Section VII and Chapter 2.6 and 2.7.4 in Section IV of the IFB.
320	Generic	At what level (Zonal, Division, Sub-division etc.) the Purchase Orders are created and maintained in ECG. Is there any centralized purchasing conducted in ECG?	There are suppliers on district, regional, national and international level. Therefore purchase orders are produced at the appropriate hierarchy levels.
321	Generic	In existing systems (Sun Systems, Adempiere) , have the items classified correctly OR do you need any cleansing?	The data and its sources are presently being evaluated and will be provided to the preferred Supplier.
322	Generic	How many Legal Entities would be configured in ERP? Is it a single Country rollout	Although PDS is one legal entity, it may have different self-reporting business units. For the company structure please refer to the IFB Chapter 5.1. Annex A: Corporate Structure and Table 20: Business Locations on page 467 in Section VII of the IFB
323	2.2.9	Does MiDA already have the Enterprise Service Bus (ESB)? If yes, Please specify the Vendor of ESB, License Quantity available to use in this program.	PDS is using JBoss EAP 7.2. PDS will meet the license requirement needed by the Supplier. Suppliers should state their requirements in their Bid.

S/N	Ref	Question	Answer
324	2.2.3 - 2 (b) Planning and Budgeting	<p>Bidder understand that the below Planning requirements has to be considered under scope of this engagement. please confirm and clarify if any other budgeting scope has to be considered.</p> <ol style="list-style-type: none"> <li>1) OPEX Planning</li> <li>2) CAPEX planning.</li> <li>3) REVENUE planning.</li> <li>4) PLANNED FINANCIAL STATEMENTS (P&amp;L, Income Statement, Cash Flow).</li> <li>5) Workforce Planning</li> <li>6) Projects Financial Planning</li> </ol>	The requirements are being developed.
325	2.2.3 - 2 (b) Planning and Budgeting	<p>Please help with the approximate volumetric numbers of the different objects in the existing Planning &amp; Budgeting system</p> <ul style="list-style-type: none"> <li>- Planning excels/ web forms</li> <li>- Business logics/ Calculation Scripts and their complexities</li> <li>- Number of Dashboards required</li> <li>- Number of KPI's to be addressed in the Dashboards</li> </ul>	The data are presently being evaluated and will be provided to the Supplier.
326	2.2.3 - 2 (b) Planning and Budgeting	<p>How is the planning and budgeting exercise being carried out today? Is it done manually using Excel spreadsheets? If so: Please share the number of such Excel templates currently in use. Please count each Excel worksheet/ tab as a separate template.</p>	This information is not regarded as being vital to formulate a competitive bid.
327	2.2.3 - 2 (b) Planning and Budgeting	<p>What is the approx. number of entities/ business units and departments/ branches participating in the planning and budgeting exercise?</p>	The information is available in the in the IFB document and the annexed documents, e.g. in the Tables 19 and 20.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
328	2.2.3 - 2 (b) Planning and Budgeting	Is there a common COA-Chart of Accounts structure across entities. How many COA structures to be consider in the scope, please confirm	This data is presently being prepared and will be provided to the Supplier.  This information is not regarded as being vital to formulate a competitive bid at this stage.
329	2.2.3 - 2 (b) Planning and Budgeting	Please confirm whether the proposed planning solution is required to support single or multiple currencies?	Multi currencies are a requirement as it has been specified in the IFB.
330	2.2.3 - 2 (b) Planning and Budgeting	In addition to planning and budgeting, do you also perform forecasting? If yes: 1) What is the frequency of forecasting (e.g. monthly or quarterly)? 2) Do you perform "fixed window" or "rolling" forecasts?	This data is presently being prepared and will be provided to the Supplier.
331	2.2.3 - 2 (b) Planning and Budgeting	Does Manpower planning involve planning headcount and related compensation expenses only OR are there other planning requirements as well - for example: plan for new hires (hiring requisitions), department transfers, exits (resignations or terminations), promotions, increments, temporary leaves such as Leave of Absence/ Maternity Leave, etc.? In case of the latter, please call out the specific manpower planning processes in scope and provide a brief description for each.	This data is presently being prepared and will be provided to the Supplier.  This information is not regarded as being vital to formulate a competitive bid at this stage.
331	2.2.3 - 2 (b) Planning and Budgeting	If there is a need to plan for salary increments, please explain the methodology used to plan increments - for example, are they based on performance/merit OR are they flat % increment based on position/ grade, etc.?	
332	2.2.3 - 2 (b) Planning and Budgeting	Please clarify whether you plan Capex at the Asset level OR Asset Category/ Sub-Category level and the method(s) which are used to calculate Capex depreciation (e.g. straight-line, accelerated, etc.)?	Capex is planned at the Asset level



S/N	Ref	Question	Answer
333	2.2.3 - 2 (b) Planning and Budgeting	Do you perform any assumption or driver based planning/ budgeting? If yes, please provide examples of key assumptions/ drivers used across various planning processes (OPEX, CAPEX, REVENUE, etc.).	This data is presently being prepared and will be provided to the Supplier.  This information is not regarded as being vital to formulate a competitive bid at this stage.
334	2.2.3 - 2 (b) Planning and Budgeting	Do you follow top-down OR bottom-up planning OR a combination of both?	This data is presently being prepared and will be provided to the Supplier.  This information is not regarded as being vital to formulate a competitive bid at this stage.
335	2.2.3 - 2 (b) Planning and Budgeting	Please explain what kind of history data, if any, is to be migrated to the proposed planning solution. What is the approximate volume of such data in terms of years and GB?	Way and means to handle historical data are presently being investigated and will be discussed with the Supplier.
336	2.2.3 - 2 (b) Planning and Budgeting	Is the proposed reporting solution intended purely for internal management reporting only <u>OR</u> is it also required to address statutory reporting/ filing needs?	Both.
337		The “ERP To-Be Business Processes” part of your recent attachment discuss about requirements around core utility process (Metering, Billing, Collection...) but the other attachment “ERP IT Environment Review Report” lists Indra InCMS is currently managing most of these activities - Is InCMS to be replaced?  Are we supposed to integrate our proposed ERP solution with InCMS or we're expected to propose new integrated solution replacing InCMS which would manage the end- 2-end CIS and Meter-2-Cash business landscape along with the typical ERP requirements	There is no conflict on the status quo presented. Please check your ERP systems abilities and formulate your offer accordingly.  The IFB clearly specifies which systems to integrate with.  Refer to S/N 91.

S/N	Ref	Question	Answer
338	Section 1.4.3 in page #321 of the document “5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued”	Are these 6 listed districts are independent DisCOMs under the utility (Separate revenue centres)	<ol style="list-style-type: none"> <li>1) Greater Accra including Accra East, Accra West and Tema,</li> <li>2) Ashanti SBU including Ashanti East and West,</li> <li>3) Central,</li> <li>4) Eastern,</li> <li>5) Volta, and</li> <li>6) Western</li> </ol> <p>are operational regions in a geographical sense.</p>
339	Section 1.4.3 in page #321 of the document “5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued”	Bidder is assuming the business process and system requirements across these 6 districts would be same, single session workshops and training could be planned – please confirm	<p>The IFB specifies on page 467 in Table 20: Business Locations in Section VII of the IFB, i.e. 9 regions and 84 districts.</p> <p>And Table 19: Head Count of PDS staff on page 464 indicates the headcount for these locations.</p>
340	Section 1.4.3 in page #321 of the document “5920100 - ERP Implementation IFB _Master v0.16 (PA 060819)Issued”	The customer count of 4 Mn with 10% growth as specified in page #321; what is the distribution of these customer between Residential, Commercial, Industrial..?	This data is presently being prepared and will be provided to the Supplier.
341	(Section 4.1 page 41 of “5920100-IFB-CB-0719 5120400 - ERP-IT-ER- Attachment”	License Agreements: Validity (renewal due) is missing for Oracle components, could we have the missing data for Oracle components (Version No, Available Qty for use, Validity)	We cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.

S/N	Ref	Question	Answer
342	Table 6 “Training Requirements of PDS Staff	Can Bidder assume the Table 6 “Training Requirements of PDS Staff” in page 354 for breakup the user count across respective functional departments and assume the same as base for planning the license count for the modules accordingly , if not can we have split of user counts function/module wise	The numbers in Table 6 are indicative for training purposes only. See response to S/N 310 above.  For licencing information see response to S/N 242 above.
343		Bidder is assuming all workshops and training will be of integrated session across at different entities (different districts and further offices) and would planned in central location	We are looking forward to a proposal and formulated offer.
344	Generic	Functional Questions a. What is approximate split of Scalar Post-Paid, Pre-Paid and Smart meters b. Currently how many different tariff structure in use  c. At what level Revenue A/c is booked; customer class level or tariff level? d. What is the typical billing cycle across customer types  e. Native apps for Commercial Service management; what would be % of users accessing mobile devices	Post-paid is the majority but being replaced by prepaid meter. This is part of another project. For tariff information please refer to the PURC website. <a href="http://www.purc.com.gh">www.purc.com.gh</a>  Both tariff level per customer class.  For tariff information please refer to the PURC website. <a href="http://www.purc.com.gh">www.purc.com.gh</a>  The requirements are being developed.
345	Pricing schedule	There is formula error in ‘2.3+2.4 sum core’ tab is linked with ‘2.6’ tab, as there is no Y4 & Y5 in 2.6 tab, REF(error) is reflecting in 2.3+2.4 tab. Because of which the total sum will not reflect in 2.2 grand sum tab. This needs to be corrected	A new Price Schedule will be issued to all interested those who have requested the IFB on 16 <sup>th</sup> September.
346	2.1	How many expected Approximate Number of Concurrent users at given time in the system	This is something which can be estimated at this time.

S/N	Ref	Question	Answer
347		Is external Web tier has to be configured in DMZ to access iModules from Internet?	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on the DMZ and the corresponding ICT environment as per requirements of the IFB and as per best practices applicable to the offered solution.
348	2.4.3	Apart from Development, User Acceptance Testing (UAT)/Quality Assurance (QA), Production and DR, any more environments required?	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on the ICT infrastructure required for the ERP-System as per requirements of the IFB and as per best practices applicable to the offered solution.
349	2.4.5	Would MiDA procure the Hardware infrastructure based on solution provided for ERP?	Yes
350	RFP(5920100 -ERP Impl) v.016 Section IV - bidding forms	Bidders shall submit an electronic version of the Price Schedules Forms in an editable/searchable format; e.g., in Excel, using the files provided. In page 3 - Please note that electronic Bids shall not be accepted. Page - 50 - ITB 20.1 Bids may not be submitted electronically.  Please confirm whether we can submit the soft copy of pricing schedule?	Yes, submit softcopy on USB flash drive alongside your hardcopy.  Bidders must follow the Instructions to Bidders in the IFB.
351	Section 6.2 & ITB 19.2	MiDA asking for Power of Attorney (PoA). Can Bidder submit LoA in place of PoA?  Also, RFP is asking for notarization of the document, can Bidder do it at a later stage?	Bidders must respond to the Instructions to Bidders in the IFB.  No.
352	Performance and Scalability Requirements	Please provide the peak concurrent users in a day on the system? What is year on year increases expected from now	Bidder shall use estimates based on previous deployments for comparable organisations and size thereof.

S/N	Ref	Question	Answer
353	Performance and Scalability Requirements	What is the Total TPS expected at Middleware layer from all surrounding components?	Bidder shall use estimates based on previous deployments for comparable organisations and size thereof.
354	Performance and Scalability Requirements	Please provide peak concurrent mobile users in a day	Bidder shall use estimates based on previous deployments for comparable organisations and size thereof.
355	Performance and Scalability Requirements	Application performance monitoring (APM) in production is in scope?	Please refer to Chapter 2.4.6 and 2.4.7 in Section VII of the IFB.
356	2.5 Supply and Installation Cost Sub-Tables – CORE Requirements	<p>Regarding "Unit Rate per Man days". Does MiDA -PDS have expectation to provide "Role wise" Man days under each phase of project.</p> <p>Can bidder provide "Phase wise" cost instead of "Role wise" (i.e. one level down), just to avoid mistake while capturing total cost by bidders.</p> <p>Suggest, to make Cost Template simple as much as possible around Core and Optional requirements.</p>	The bidder shall provide a pricing offer that covers the full scope of delivery of the project as provided in the IFB.
357	1.1. Structure of the Project and Service Requirements	As understood, MiDA -PDS (Power Distribution Services (Ghana) Limited) have expectation to provide "Core and Optional" Requirements cost however it is not clearly define whether both are part of scope. Assuming only "Core Requirements" part of scope of this RFP (within 15 Months) and "Optional Requirements" implementation will decides, based on available time & budget. Please clarify.	<p>The Compact implementation time is very restrictive. The optional requirement will be decided upon based on available time &amp; budget.</p> <p>Therefore "Optional Requirements" must be offered and the decision to implement shall be the sole prerogative of the Purchaser and finalized during negotiations.</p>
358	GCC 1.1 (n)	Regarding Contract Period, assuming "Warranty" Services will be only applicable to "Hardware and	In addition to the specification in GCC 1.1(n) please also refer to Chapter 2.3.12 in Section VII of the IFB.

S/N	Ref	Question	Answer
		Software" licenses and "Pilot Go Live" Services only for implemented application services.	
359	General	Can bidder opts for Onsite and Offshore delivery model while implementation and Post Go Live. Please clarify.	Bidders must provide their best solution.
360	2.2.3.2. Tariff & Billing Functionalities	Is our understanding correct that MiDA -PDS only have 1 Tariff / Price into 1 region. Please clarify and do let us know total number of Tariff across all region.	De-regulated - Large customers above a certain size are able to opt out and procure power outside the regulated market but these negotiated tariffs are not advertised.  Regulated - Tariffs in the regulated market are posted on the PURC website. For tariff information please refer to the PURC website. <a href="http://www.purc.com.gh">www.purc.com.gh</a>
361	General	Are our understanding correct that Ghana have regulated electrivity market, not deregulated. Please clarify.	See response to S/N 360 above.
362	2.1. Performance and Scalability Requirements	As understood MiDA -PDS has total number of 4500 end users in company and approx. 4 M customers. Could you please share total number system end users and concurrent users for the ERP solution	See response to S/N 310 above.
363	2.2.6. Enterprise Asset Management	As understood, MiDA -PDS will continue to utilize the existing variety of legacy business applications from ECG. MiDA -PDS only need integration new ERP system with following systems and not other system. Please confirm. Fixed Assets Module MMS/MDS ADMS	See response to S/N 311 above.

S/N	Ref	Question	Answer
		GIS Syntell	
364	5.3. Annex C: Information Systems (Business Applications)	Please provide System Name & Database of legacy systems which will be retired after project implementation	The foregoing remarks under S/N 363 are clear on that issue.
365	General	Are there any other projects in progress or planned which will be directly or indirectly be impacted with the proposed ERP implementation (e.g. , GIS, MDAS , SCADA, any other)? If so, please provide those details.	The foregoing remarks under S/N 363 are clear on that issue.
366	Data Management 2.3.5.2. Master data (Page 345)	<p>Kindly provide complete information on the volume of data which needs to migrate into new ERP system.</p> <p>Complete Service Book Data - HR All Master Data – Must be migrated All Open Transactions – Must be migrated All transactions in the current financial year – Must be migrated Historical Transactions</p> <p>- How old Historical data needs to migrate if applicable? - What is the volume of Historical data to be migrated? Are this data in Digitized format? Usually, customer provides the digitized data in our format and the data is also validated by bidder.</p> <p>Also, Please specify the details of the current volume data which is required to be migrated to new ERP systems. For example: Master Data : Customer, Vendor, Devices / Assets Type of Transaction : Purchase, Quotation, Sales, Billing/Invoice Document Management: Existing volumes / Total Size"</p>	The data, the quantities and its sources are presently being assessed and will be provided to the preferred Supplier as appropriate to use.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
367	2.3.4.6. Training Manuals	We recommend "Train the Trainer" Approach. Under this approach we will train MiDA -PDS Core team (5-10) and this core team would be responsible to train NEA end users. This approach would help to up-skill NEA Core team skill well in advance that will be help reduce overall program efforts/costs & utilized for testing solution as well as train to other MiDA -PDS users. Please do let us know if MiDA -PDS are OK with this approach.	Bidders must provide a compliant solution
368	Table 6: Training requirements of MiDA -PDS staff	Please share the approximate number of participants, and locations for different types of trainings. This would help us to estimate training & logistics cost, for all kind of trainings.	Please refer to Table 6: Training requirements of PDS staff on page 354 in the IFB.
369	Table 6: Training requirements of MiDA -PDS staff	Also refer 5.5.3. Training Program Attachment Assuming any travel logistics, outside of centralize location within Ghana, will be borne by MiDA -PDS. Please confirm.	These costs depend on the training approach and therefore needs to be incorporated in the bid. Please also see SI 368 above.
370	General	Assuming any third party audit cost during contract will be own by MiDA -PDS. Please confirm	The Purchaser may employ a third-party auditor/supervisor/project manager to oversee the implementation independent of the bidder.
371	2.3.7. Pilot Roll-out & Adjustments	Also with reference to "5.2. Annex B: Locations". As understood "Greater Accra" would be best options however could you confirm total "Number of Region/Location" will be considered under Pilot Rollouts.	Please refer to Table 20: Business Locations on page 467 in the IFB. The exact pilot area still needs to be demarcated and the successful Supplier will be advised.
372	2.4.4. ERP System Tiers	Regarding User Interface and "Table 12: Commercial Service Management"  Please provide below information with respect to MiDA - PDS Portal and Mobile app-  - Provide details on the number of Internal and external	Refer to Chapter 2.3. of the IFB.



S/N	Ref	Question	Answer
		<p>customers?</p> <ul style="list-style-type: none"> <li>- Are we expecting all the existing customer and internal users to access Portal?</li> <li>- What are the functionalities that would be accessed by Customers (Internal and External) through Portal?</li> <li>- Provide details on the functionalities accessed through Mobile devices.</li> <li>- Which all systems that will be Integrated with Portal?</li> <li>- Are there any specific vendor expectation on the LDAP server?</li> <li>- Is there any document management or collaboration tool and functionalities used in the current landscape or required? If yes, provide details documents volume etc.</li> <li>- Is Multilanguage support / internationalization required for portal?</li> </ul>	
373	GCC 1.1 (xx)	As understood from "GCC 1.1 (xx)" definition, MiDA - PDS have total Regions (10) & sub locations (94) as part of scope across MiDA -PDS locations hence we assumed one plant at each location. Kindly confirm.	It depends on the solution offered by the bidder.
374	2.4.2.4. Data Centres and Facilities	What would be DC-DRC ratio, we recommend DC-DRC ratio is 1:1, means 100% capacity of DC to be available at DRC. We suggest to keep it 1:0.5, for an optimized DC-DRC environment.	We are seeking a well thought out concept and corresponding offer encompassing bidders' proposals on DC-DRC ratio as per requirements of the IFB and as per best practices applicable to the offered solution
375	2.4.2.4. Data Centres and Facilities	Assuming providing internet and bandwidth would be MiDA -PDS responsibility. Please confirm.	Yes, for Primary and Secondary DCs.
378	General	No native, only product with English language support will be implemented and for any correspondence during project execution. Please confirm.	English is the exclusive language for this project.
379	General	Kindly suggest baseline call volumes to be considered for sizing the Helpdesk	Bidder shall use estimates based on previous deployments for comparable organisations and size thereof.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
380	2.3.12.2. Software Maintenance	Assuming "Software Maintenance" means changes into ERP product with the support of ERP OEM after Go Live and we could not understand why software maintenance agreement for only 1 year (Page 357).	"Software Maintenance" is not limited to one year. It shall only be renewed upon the purchaser's request.
381	2.3.12.2. Software Maintenance	This agreement will be applicable from Post Go Live ( 6 Months) + 6 Months (Optional). If Yes, please confirm If NO, in that case MiDA -PDS doesn't not need Software Warranty (12 + 24) after implementation. Please clarify.	No, the agreement shall be applicable from Go-Live.
382	2.3.12.3. Support Services	Regarding points "17 / 18 / 19", assuming Level 1 support will be managed by MiDA -PDS team and Level 2 & 3 will be managed by bidder during Post Go Live period and will transit to MiDA -PDS before contract expiry. Please confirm.	The supplier shall provide Level 1+2+3 support during Post Go Live.  The supplier shall provide a SLA that covers Level 2+3 support after Post Go Live. It is up to PDS to decide to exercise this SLA option.
383	Eng. & Capital Project Applications	Do you want to maintain project proposal phase in the same application or you are open to manage it in a separate system?	See response to S/N 357 above.
384	Eng. & Capital Project Applications	What information ECG want to capture in Project application from GIS System, Can you please be specific and elaborate	See response to S/N 357 above.  The IFB clearly specifies in chapter 2.3.6.1. Integration Requirements which systems to integrate with.  Refer to S/N 91.  Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.

<b>S/N</b>	<b>Ref</b>	<b>Question</b>	<b>Answer</b>
385	Eng. & Capital Project Applications	Does ECG looking for a system to capture scope, assumption and proposal details in the Project Application or you are fine if Bidder provide the facility to attach the document to the project application.	Bidders must provide their best compliant solution.
386	Eng. & Capital Project Applications	Does ECG want to book time sheet within project application or you want to use Time and Labor system for Project related timesheet booking?	Bidders must provide their best compliant solution.
387	Eng. & Capital Project Applications	Can you please provide the system details that needs to be integrated with Project. In other word what are Other systems that needs to be integrated with Projects? We see the interfaces systems mentioned as Project Management, System design process and Material Management system	See response to S/N 357 above.
388	Eng. & Capital Project Applications	What is the number of Open projects at this points of time?	See response to S/N 357 above.
389	Eng. & Capital Project Applications	What is the current system that ECG use for managing projects application	See response to S/N 357 above.
390	Eng. & Capital Project Applications	Bidder understand that ECG manage only capital project and no other projects in use e.g. Contract projects or Indirect Projects. Kindly confirm.	PDS manages all project or components mentioned here.
391	5920100 - ERP Implementation IFB _Master v0.16 (2.4.2.3 Enterprise Services	Please confirm if implementation of users from internet will have direct access for ERP servers. If yes then do you want Bidder to propose WAF solution or we can leverage the existing tool available with ECG	Users might have to access the ERP system via the Internet (e.g. Field Service workers) when direct connectivity is not available. We are looking forward to a well thought through concept and corresponding offer that adheres to the requirements of the IFB and follows best practices applicable to the offered solution.
392	2.3.12.3-5 - 5920100 - ERP Implementation IFB	Is new monitoring tool implementation is part of this RFP scope for monitoring of server, DB, etc. ?	Please refer to Chapter 2.4.6 and 2.4.7 in Section VII of the IFB.

S/N	Ref	Question	Answer
	_Master v0.16 (PA 060819)Issued		
393		We understand the customer has recently started the Data center implementation project. Can we assume that new data center and already available equipment (Server, storage, security features, network, switch etc.) in current and new data center will be utilized for ERP project? ERP bidder doesn't need to quote for any extra HW as part this RFP scope?	No. For the requirement for this IFB please refer to Chapter 2.4. in Section VII in the IFB.
394	Generic	Is establishment/implementation of new Security Operation center part of this RFP scope?	No. It is not specified in the IFB.
395	Generic	We understand the customer already has oracle ERP HR solution, IndraCMS solution etc. Does bidder need to replace all these systems and bring new system but just need to integrate new ERP systems with existing HR and CMS systems ?	The IFB document clearly specifies in chapter 2.3.6.1. Integration Requirements which systems to integrate with.  Refer to S/N 91.  Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.
396	General and Special Contract Conditions	Can propose some changes, and if yes, in which format. We need to include T&C applicable to Application Software that are not clearly defined in the proposed conditions.	No changes to any GCC or Additional Provisions. Bidders are permitted to propose revisions but it is the Purchaser who retains the right to accept or otherwise.
397	3. Bidder Qualification  3.1. Qualification Review	The qualification criteria on the BDS ITB 6.1 (a) are less restrictive than those presented on the table of page 59 onward Point 4. Qualification.  Can we interpret that the minimum qualification criteria is the ones presented on the BDS and those on the table on page 59 onward are desirable minimum requirements that	Refer to S/N 26

S/N	Ref	Question	Answer
		will be taken into account for the evaluation but not motive for disqualification if not fully meet?	
398	4. Qualification 4.4.2 Similar Experience	<p>The selection criteria for joint venture states that at least one member of the Joint Venture (JV) must meet this criteria being non applicable to the combination of all members of the JV.</p> <p>From this, our understanding is that only one of the companies from the JV must possess all the three references within Utilities Clients? Is this correct?</p>	<p>The member(s) fulfilling the qualification requirements for 4.4.2 Similar Experience must provide the associated references.</p> <p>Bidders must include references of their other partners to enhance their selection for award.</p>
399	Section VII. Purchaser's Requirements	<p>Are the mobile/tablet components also to be developed within the project, or only the web based applications?</p> <p>Although stated in ITB 6.1 that "The ERP Software proposed by the Bidder must be an integrated, configurable off the-shelf ERP System from a single software vendor, i.e. all components/modules/add-ons of the proposed ERP Software solution must come from a single producer/developer", if a mobile development solution provided by another supplier, that runs over the proposed ERP exists - and that reduces development time and hence effort – exists, can it be considered for developing the work?</p>	<p>There is no need for custom developed mobile solutions. 3<sup>rd</sup> party systems which are certified by the ERP Vendor should be enough.</p> <p>Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.</p>

S/N	Ref	Question	Answer
400	Section VII. Purchaser's Requirements	<p>Core Requirements: (e) Documentation Services</p> <p>3) The ERP System shall also comprise an integrated suite of business software applications using a common, unified database. The enterprise solution shall integrate internal and external management information across the entire PDS organisation, embracing processes spanning, financial accounting, management accounting, human resources, order processing, work management, supply chain management, project management, enterprise asset management, document management and data management services</p> <p>Can you please confirm that you would also have the need for a specific document management solution?</p>	<p>The IFB clearly specifies which systems to integrate with.</p> <p>Refer to S/N 91.</p>
401		<p>Core Requirements: (f) Data Management Services</p> <p>3) The ERP System shall also comprise an integrated suite of business software applications using a common, unified database. The enterprise solution shall integrate internal and external management information across the entire PDS organisation, embracing processes spanning, financial accounting, management accounting, human resources, order processing, work management, supply chain management, project management, enterprise asset management, document management and data management services</p> <p>Per "Data Management Services" can it to be understood that it comprises the provision of a Data Analytical</p>	<p>The IFB clearly specifies which systems to integrate with. Please refer to Chapter 2.3.6.1 in Section VII of the IFB</p> <p>Refer to S/N 91.</p>

S/N	Ref	Question	Answer
		solution, or they only relate to the requisites and inherent activities stated over point 2.3.5 Data Management Requirements and its subsequent points (e.g. ETL procedures and Data Encryption)?	
402	Section VII 1.4.2	<p>PDS will continue to utilise the existing variety of legacy business applications from ECG but will ultimately be the beneficiary of the new ERP System to be implemented under this IFB</p> <p>Complete migration of legacy data, what systems are in place for revenue collection and do they have access to the support of those systems?</p>	<p>The annexed ICT Environment Assessment refers to the legacy systems in place.</p> <p>The IFB clearly specifies in Section VII Chapter 2.3.6.1. Integration Requirements which systems to integrate with.</p> <p>Refer to S/N 91.</p> <p>Bidders should be aware not to violate other tender conditions like e.g. a single vendor platform.</p>
403	Page - 327 - 2.1	<p>10 seconds for a report to display results when executed by a user</p> <p>Is this for all reports?</p>	<p>Yes, from the point of pressing the Enter button.</p>
404	Page 405 / Section VII	<p>Administration of subsidies reallocation and “loss” recovery</p> <p>What is referred to as Administration of subsidies and loss recovery under Tariff Billing Functionalities</p>	<p>Certain tariffs, components and geographies are or can be subsidized while other areas are balancing the “loss”. That is a common instrument in utility billing.</p> <p>We will work on the given parameters with the Supplier during the blueprint phase.</p>
405	Page 405 / Section VII	<p>Maintaining regionalized energy data repositories</p> <p>What is maintaining regionalized energy data repositories? Is this a form of reporting?</p>	<p>See response to S/N 404 above.</p>

S/N	Ref	Question	Answer
406	Page 406 / Section VII	<p>Integration - Supports the integration with a meter management and data provision application which is a combination of: Siemens MMS and Syntell Vending System</p> <p>What is meant with integration i.e. what services?</p>	Please refer to Chapter 2.3.6.1 in Section VII of the IFB for further information.
407	Page 417 / Section VII	<p>The proposed ERP Software:</p> <ul style="list-style-type: none"> <li>· Provides a reporting function with the ability to export data.</li> </ul> <p>Can you provide the formats in what you intend to extract these data? Options .xls, .csv, .txt and .html are enough?</p>	Please refer to Chapter 4.1.2 in Section VII of the IFB for further information.
408	Page 417 / Section VII	<p>The proposed ERP Software:</p> <ul style="list-style-type: none"> <li>· Allows defining Management Dashboards.</li> </ul> <p>When referring to Management Dashboards can you provide some examples of type of information that you intend to have (e.g. Balance Sheet, Income Statement, Cash Flows, etc.) and in what format (e.g. Portal, PDFs, Microsoft Excel, etc.)?</p>	Dashboards are common features of ERP Systems and the bidder must provide his best compliant solution.
409		<p>The proposed ERP Software:</p> <ul style="list-style-type: none"> <li>· Allows customizable exception reports.</li> </ul> <p>SAP has some exception reports available in their solution</p> <ul style="list-style-type: none"> <li>- can you confirm if these are the reports that you intend to have?</li> <li>- Changes to G/L Accounts</li> <li>- Changes to Customers</li> <li>- Critical Customer Changes</li> <li>- Customer Master Data Comparison</li> <li>- Changes to Vendors</li> </ul>	<p>Exception reports are common features of ERP Systems and the bidder must provide his best compliant solution.</p> <p>Furthermore, we cannot provide product specific responses. The IFB is product neutral. The offered product(s) must fulfil the IFB requirements.</p>



S/N	Ref	Question	Answer
		<ul style="list-style-type: none"> <li>- Critical Vendor Changes</li> <li>- Changed Documents</li> <li>- Invoice Numbers Allocated Twice</li> <li>- Gaps in Document Number Assignment</li> </ul>	
410	Page 417 / Section VII	<p>The proposed ERP Software:</p> <ul style="list-style-type: none"> <li>· Allows custom alerts for defined events.</li> </ul> <p>Can you provide some examples of alerts that you intend to have and in what events should they happen?</p>	Custom alerts are common features of ERP Systems and the bidder must provide his best compliant solution.
411	Page 417 / Section VII	<p>The proposed ERP Software:</p> <ul style="list-style-type: none"> <li>· Creates charts and graphs from financial data in the system.</li> </ul> <p>Can you provide the charts and graphs and you intend to have (e.g. Vendor Open Items, Budget Planning Vs. Real, Sales Volume, etc.)?</p>	Generation of charts and graphs from system data are common features of ERP Systems and the bidder must provide his best compliant solution.
412	Page 417 / Section VII	<p>Provides for the identification of critical rating per asset.</p> <p>Would a report to present the critical rating per asset comply with the requirement?</p>	<p>In the utility industry assets are (should be) rated in accordance of their criticality of the operational process.</p> <p>Critical asset rating is a common feature of ERP Systems and the bidder must provide his best compliant solution.</p>
413	ITB 6	<p>With reference to the Section II. Bid Data Sheet (“BDS”), clause ITB 6. Qualification requirements for Bidders, sub-clause 6.1 (a), requirement 1 and Section VII. Purchaser’s Requirements of the tender above dated August 2019.</p> <p>After analyzing the Tender Document, we understand that the technical specifications required under the</p>	The single vendor approach is adopted and confirmed for this project.

S/N	Ref	Question	Answer
		<p>tender are asking for not only an ERP functionality; but an ERP, Customer Information System (CIS) and Asset Management System functionalities. According to the definition of an ERP given by recognized independent analysts, such as Gartner, the scope of the referenced tender goes far beyond the standard functionality of an ERP. Therefore, requesting solutions from a single vendor limits open competition to those vendors who have solutions in all these product families.</p> <p>The tender requirements can be satisfied by many companies using a multi-vendor platform. We can easily provide details of relevant references from companies worldwide that are successfully and seamlessly using ERP and CIS systems from different vendors, which prove this is a widespread practice.</p> <p>The restriction for a single vendor platform not only limits the access of Electricity Company of Ghana (ECG) to other quality products in the market, but it may also prevent Electricity Company of Ghana (ECG) from identifying a more cost effective system. We look forward to your reconsideration of the single vendor requirement in order to promote open competition according to the “Open Competition Basis” defined by MCC Procurement Guidelines, Sub-Section II. Competitive Bidding.</p>	
414	Page 425 / Section VII	Creates a maintenance schedule per item/item group. What is meant by item/item group?	For all ERP systems there should exists a library where these concepts are explained. We expect the bidder to provide his best solution.