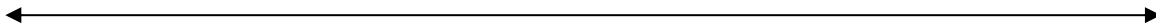




## Notice to Bidders

# TAX & REVENUE MANAGEMENT SYSTEM (TaRMS)



## BID CLARIFICATION RESPONSES

**Document Date: 16th September, 2021**

**Purchaser:** Zimbabwe Revenue Authority (ZIMRA)

**Project:** Tax and Accountability Enhancement Project (TAEP)

**Project ID:** P-ZW-KFO-012

**Contract Title:** Design, Supply, and Installation of Tax and Revenue Management System (TaRMS)

**Country:** Republic of Zimbabwe

**Grant Number:** 2100155046633

**RFB No:** ICB-ZIMRA-AfDB-01/2021

**Issue Date of Special Procurement Notice:** 16th August, 2021

With reference to the above Tender process, we wish to respond to the following points of queries as received from bidders:

No	Query Description	Purchaser's Response	
1.	<p>In Section II – Bid Data Sheet (BDS) in ITB 16.2 (a) it is mentioned that the Preliminary Project Plan must address the following topics:</p> <table border="1" data-bbox="174 500 877 816"> <tr> <td data-bbox="174 508 289 816">ITB 16.2 (a)</td> <td data-bbox="300 508 877 816"> <p>In addition to the topics described in ITB Clause 16.2 (a), the Preliminary Project Plan must address the following topics:</p> <ul style="list-style-type: none"> <li>(i) <i>Project Organization and Management Sub-Plan, including management authorities, responsibilities, and contacts, as well as task, time and resource-bound schedules (in GANTT format);</i></li> <li>(ii) <i>Implementation Sub-Plan;</i></li> <li>(iii) <i>Training Sub-Plan;</i></li> <li>(iv) <i>Testing and Quality Assurance Sub-Plan;</i></li> <li>(v) <i>Warranty Defect Repair and Technical Support Service Sub-Plan.</i></li> <li>(vi) <i>Vendor Authorization for the proposed TaRMS software solution.</i></li> <li>(vii) <i>Manufacturer Authorization for the underlying infrastructure (servers, storage systems, security appliances Etc.) hosting the application.</i></li> <li>(viii) <i>Manufacturer Authorization for Any other equipment/ hardware to be used by the bidder in the implementation of the TaRMS as a complete suite.</i></li> </ul> </td> </tr> </table> <p>While in Section IX Special Conditions of Contract in page 345 it is requested the Chapters of the Project plan must address the following topics:</p>	ITB 16.2 (a)	<p>In addition to the topics described in ITB Clause 16.2 (a), the Preliminary Project Plan must address the following topics:</p> <ul style="list-style-type: none"> <li>(i) <i>Project Organization and Management Sub-Plan, including management authorities, responsibilities, and contacts, as well as task, time and resource-bound schedules (in GANTT format);</i></li> <li>(ii) <i>Implementation Sub-Plan;</i></li> <li>(iii) <i>Training Sub-Plan;</i></li> <li>(iv) <i>Testing and Quality Assurance Sub-Plan;</i></li> <li>(v) <i>Warranty Defect Repair and Technical Support Service Sub-Plan.</i></li> <li>(vi) <i>Vendor Authorization for the proposed TaRMS software solution.</i></li> <li>(vii) <i>Manufacturer Authorization for the underlying infrastructure (servers, storage systems, security appliances Etc.) hosting the application.</i></li> <li>(viii) <i>Manufacturer Authorization for Any other equipment/ hardware to be used by the bidder in the implementation of the TaRMS as a complete suite.</i></li> </ul>
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		<p>Some aspects of the project plan as described in ITB16.2 (a) are already covered/ described in specific areas of the bid. For example, Warranty Defect Repair and Technical Support Service sub-plan forms part of the SLA to be submitted by the bidder; Vendor and Manufacturer Authorizations, forms part of the bidders qualification checklists of evidences to be submitted by the bidder.</p> <p>GCC19.1 are typical project management plan/ documents governing the contract management and project delivery. These are integral to the TaRMS governance. Therefore, must be retained and must be submitted by bidders. To avoid duplication and inconsistency, please disregard the ITB16.2 (2).</p>	

	<p>GCC 19.1</p> <p>Chapters in the Project Plan shall address the following subject:</p> <ul style="list-style-type: none"> <li>(a) <i>Project Organization and Management Sub-Plan, including management authorities, responsibilities, and contacts, as well as task, time and resource-bound schedules (in GANTT format);</i></li> <li>(b) <i>Delivery and Installation Sub-Plan;</i></li> <li>(c) <i>Pre-commissioning/ Commissioning Sub-Plan;</i></li> <li>(d) <i>Training Sub-Plan;</i></li> <li>(e) <i>Testing and Quality Assurance Sub-Plan;</i></li> <li>(f) <i>Warranty Defect Repair and Technical Support Service Sub-Plan;</i></li> <li>(g) <i>Change Management Plan;</i></li> <li>(h) <i>Tasks, Time, and Resources Schedule;</i></li> <li>(i) <i>Data Migration Plan.</i></li> </ul> <p>Please do confirm that the Bidder should address to the requirements as presented in Bid Data Sheet (BDS) in ITB 16.2 (a) and disregard the requirements in in Section IX Special Conditions.</p>	
2.	<p>In Section IV – Bidding Forms on page 98 in paragraph <i>“Format of the Technical Bid” in point c. it is mentioned that the bidder must use the Technical Responsiveness Checklist (Format) for responding to the technical requirements more specifically: “c. Item-by-Item Commentary on the Technical Requirements demonstrating the substantial responsiveness of the overall design of the System and the individual Information Technologies, Goods, and Services offered to those Technical Requirements. In demonstrating the responsiveness of its bid, the Bidder must use the Technical Responsiveness Checklist (Format). Failure to do so increases significantly the risk that the Bidder’s Technical Bid will be declared technically</i></p>	<p>Please use/ adopt the templates provided in page 147 and onwards for all your responses.</p>

	<p><i>non-responsive. Among other things, the checklist should contain explicit cross-references to the relevant pages in supporting materials included the Bidder's Technical Bid."</i></p> <p>In page 100 there is the proposed Technical Responsiveness Checklist (Format); <b>however</b> in Section VII – Purchaser Requirements in paragraph 3.4 Standard Software Specifications there is a different type of Checklist.</p> <p>Template regarding the functional requirements that it is requested to be followed by the Bidder. <b>Please advise:</b></p> <p>a. <b>which template we should use for responding to requirements of paragraph 3.4 in page 147 till 221.</b></p> <p>b. <b>Which template it is expected to use for responding to sections:</b></p> <ul style="list-style-type: none"> <li>• <b>C. SERVICE SPECIFICATIONS – SUPPLY &amp; INSTALL ITEMS,</b></li> <li>• <b>D. TECHNOLOGY SPECIFICATIONS – SUPPLY &amp; INSTALL ITEMS</b></li> <li>• <b>3.4.10 Management Information Systems (MIS) Reporting/ Business Intelligence (BI) Reporting,</b></li> <li>• <b>3.6 Other Non-IT Goods,</b></li> <li>• <b>E. TESTING AND QUALITY ASSURANCE REQUIREMENTS,</b></li> <li>• <b>F. SERVICE SPECIFICATIONS – RECURRENT COST ITEMS,</b></li> </ul>	
3.	<p>We kindly ask you to provide the number of users that will participate in the following trainings as per paragraph 2.4 Training and Training Material in page 132 of the tender document:</p>	<p>In addition to costs for the below numbers, the bidder must show the cost per class or individual which ever applies and the maximum number expected per class.</p>

<p>a. Please provide number of End users that will participate to End User Training</p> <p>b. Please provide number of administrators and technical persons that will participate to Technical System Administration Training</p> <p>c. Please provide number of Super Users that will participate to Functional Super User Training</p> <p>d. Please provide number of people that will participate to Technical ICT training</p>	<p>a) The expected end users shall be thirty (30)</p> <p>b) The administrators and technical persons to be trained shall be Twenty (20)</p> <p>c) The Super Users will be thirty five(35)</p> <p>d) The Technical people to be trained are Twenty (20)</p>
<p>4. In Section VII, page 132 of RFP, “Performance Requirements” is stated: <i>“The proposed TaRMS must be capable to support high level performance, handling 300000 hits (concurrent access) during 1-2 years of system deployed, and up to 500000 hits (concurrent access) over 4-5 years period. In all concurrent access, taxpayers, tax officers, end-users, etc. will be accessing various modules/ functionalities of the system”</i>. Additionally, requirement #3.4.9.7 of table “System-wide Administration and Techno-Functional Requirements” states: <i>“It is expected that system is scalable to support ZIMRAs tax base at both central, regional and districts offices and clients. Currently, the tax base is 300,000 taxpayers and we expect this number to grow over the years, especially with the introduction of TaRMS”</i>. Please clarify what the number 300.000 refers to: hits, external users (taxpayers), login users (internal users + taxpayers)? Moreover, please clarify the number of internal users for the first 1-2 years, and over 4-5 years and the roles / groups.</p>	<p>In terms of number of hits, we are referring to number of concurrent users accessing the system at any given time. These users can be a combination of taxpayers as well as tax officers doing frontend/ e-services or backend office operations.</p> <p>Number of internal users for the first 1-2 years: 2000</p> <p>Number of internal users over 4-5 years: 2500</p>

5.	<p>In Section VII, page 131 of RFP, is stated: <i>“Auto replication of data across MDC and DRS in real time and external backup to backup devices attached to the system hardware”</i>. At page 141, paragraph 3.1 “Computing Hardware Specifications”, table 3.1.1 (server and storage requirements) does not refer to any requirements for backup devices (tape libraries or any other backup targets). Can we suppose that backup solutions based on backup to disk (b2d) are accepted, and requested storage capacity (requirements #3.1.1.6, 3.1.1.7) includes the space required for this operation, so only backup software is required?</p>	<p>Yes, this is referring to backup solution of backup to disk (b2d) and storage requirements 3.1.1.6 and 3.1.1.7 includes space required for this operation and only backup software is required.</p>
6.	<p>In Section VII Purchaser’s Requirements in Paragraph C. Services Specifications – Supply &amp; Install Items in page 127 it is mentioned that the Supplier MUST:</p>	<p>a. Point 2.1.1.1: Bidders are encouraged to submit documentation samples/ manuals/ guides of how they intend to deliver the prescribed tasks/ activities and final versions will be decided during pre-contract discussions or implementation.</p> <p>b. Points 2.1.1.2 &amp; 2.1.1.3: Bidders are encouraged to describe in their proposal how their proposed solution meets/ fulfills these requirements.</p>

## **C. SERVICE SPECIFICATIONS – SUPPLY & INSTALL ITEMS**

### **2.1 System Analysis, Design and Customization/Development**

2.1.1 The Supplier MUST perform the following Analysis and Design activities using a formal system analysis/development methodology with the following key activities and design deliverables.

**2.1.1.1 Detailed Analysis:** bidders capability to deliver their proposed TaRMS shall be assessed by the submission of the following detailed system analysis in their bid proposal (i) System Design Document (ii) System Requirements Specification (iii) Interface Requirements Specification) (iv)

Software/System Test Plan/ Strategy (v) Data Migration Plan/ Strategy (vi) Quality Assurance Plan/ Strategy (vii) Cut-off and go-live Plan/ Strategy.

**2.1.1.2 Physical Design:** bidders capability to deliver their proposed TaRMS shall be assessed by the submission of the following physical designs in their bid proposal (i) Data synchronization (MDC - DRS) (ii) Taxpayer access/ usage of tax portal/ e-Services (iii) Documents Management integration with the TaRMS (iv) TaRMS interfaces with other system outside of ZIMRA (v) TaRMS interfaces with systems within ZIMRA, Example, SAP FI (vi) Operations of the TaRMS in a three layer structure- database, application, an web.

**2.1.1.3 Integrated System:** bidders capability to deliver their proposed TaRMS shall be assessed by the submission in their proposal of how the various modules/ functionalities of the systems are integrated in a single suite of TaRMS.

However, in page 132 in Documentation it is mentioned that:

## 2.6 Documentation Requirements

2.6.1 The Supplier MUST prepare and provide the following Documentation.

**2.6.1.1 System Requirements Document (SRS):** Bidders shall deliver a full SRS document of their proposed TaRMS solution after they would have complete the requirements gathering with key stakeholders, business users, etc. The composition of the audience for SRS shall be determined after project kick-off.

**2.6.1.2 Functional Design Document:** Bidders shall deliver a full functional design documents of their proposed TaRMS solution. This document shall have the full design details of the core modules and their dependencies.

**2.6.1.3 Enterprise Relationship Management (ERM):** Bidders shall deliver the ERM documents depicting the stored procedures, tables, fields, etc. of how the database backend of their proposed TaRMS solution are interconnected for data recording, data processing, reporting, etc. This shall include data dictionary of the entire TaRMS systems.

**2.6.1.4 Data Cleaning, Conversion, and Migration:** Bidders shall deliver a detailed data cleaning, data conversion, and data migration plan/ strategy as part of the documents to be delivered for the TaRMS solution.

**2.6.1.5 Functional Configurations Document:** Bidders shall deliver functional configurations documents of the TaRMS. The functional configuration documents shall entail details of the configuration of the each of the TaRMS modules/ functionalities, inclusive of the workflows and approval authorities configured for each workflow/ process, tax types, etc.

**2.6.1.6 Technical Configurations Document:** Bidders shall deliver technical configurations documents of the TaRMS. The technical configurations shall entail details of how the databases are configured for synchronization (TSD and DAD, MDC and DRS), load balancing, virtualization of each of the environments/ zones, storage distribution, etc.

**2.6.1.7 Information Security Document:** Bidders shall deliver detailed information security documents of the configured and deployed information systems of hardware firewalls, software firewalls, DDOS devices, SSL, etc.

**2.6.1.8 Testing Documents:** Bidders shall deliver detailed reports/ documents of their various test plans, test scripts, and test results of all the modules. functionalities of the TaRMS.

**2.6.1.9 Quality Assurance Document:** Bidders shall deliver detailed document of how the duality assurance is planned,

Please confirm that it is correct to assume that:



	<p>a. Regarding point 2.1.1.1 Detailed Analysis at the present stage of submitting a proposal the Bidder only need to submit Samples of the Tables of Contents of the (i) System Design Document ii) System Requirements Specification iii) Interface requirements specifications iv) Software/System Test Plan/ Strategy, v) Data Migration Plan/Strategy, vi) Quality Assurance Plan/ Strategy and vii) Cut – off and Go Live Plan/ Strategy and the final version of those deliverables will be part of implementation phase of the projects.</p> <p>b. Regarding points 2.1.1.2 Physical Design and 2.1.1.3 Integrated Systems, at the present stage of submitting a proposal the Bidder only needs to describe how the proposed solution fulfills the requirements.</p>	
7.	<p>In Section VII, paragraph 3.2 “Network and Communications Specifications”, page 145 of RFP, is stated: <i>“3.2.2 Wide-Area Network: Not applicable. ZIMRA's legacy network/ connectivity shall be leveraged to deploy the TaRMS solution.”</i>. Opposite to this, in table 3.5 “Recurrent Cost Sub-Table”, in section Price schedule forms of SECTION IV - BIDDING FORMS, item (#4) refers to “Telecommunications costs”. Please confirm, that telecommunication costs are out of the scope of this project.</p>	<p>Telecommunications costs are out of scope of this bid and therefore, should not be costed by bidders.</p>
8.	<p>In SYSTEM INVENTORY TABLE [Insert #1, page 250], is stated that required hardware items (Server systems, hardware firewall, DDoS devices, 2 items per category), will be hosted at Kurima House, Nelson Mandela Ave. Harare office, which is according to sites table (page 243), a Regional Office at Harare, Harare Metropolitan Province.</p>	<p>a. The data centers shall not be located in same building. The MDC shall be located at Kurima Building while the DRS shall be located in Harare.</p> <p>b. Distance in (km) between the MDC and DRS: Currently it is about 10km. Bidders to take note that the purchaser is working on migrating the DRS to a location that is about 450 – 500km away from the MDC location. The 2 sites will be connected using fiber connectivity.</p>

	<p>Please explain if both required datacenters, MDC and DRS (Primary &amp; Disaster Recovery centers) will be located in the same building. In case DRS is located to other destination, please advise the following:</p> <ul style="list-style-type: none"> <li>• the location of the second datacenter.</li> <li>• what is the distance (km) between those datacenters.</li> <li>• what bandwidth is available in the communication line between MDC and DRS</li> </ul>	<p>c. Bandwidth/ communication line between MDC and DRS: There exists 3 dark fiber connections between the 2 sites.</p>			
<p>9.</p>	<p>9. In Section III – Evaluation and Qualification Criteria on page 60 in paragraph 2.5 Key Personnel it is requested to submit proposed key experts for the designation of:  <i>«Technical Implementation Leads- for all the technical delivery of the TaRMS (Database Experts, Information Security, System Administrators etc».</i>          Given that this role is related to technical rather than functional aspects of the project, which are not directly related with TAX/Revenue expertise, please confirm that the required experience of 2 projects minimum, may not be limited to TAX/Revenue projects only, but other Public Sector IT projects may be applicable as well.</p>	<p>Table 2.5 Key Personnel has specific columns for the personnel skills, experience and related qualifications. Therefore, bidders are advised to stick to the prescribed qualifications, professional, and specific experience as defined in the table. Accordingly, as stated in the evaluation criteria, bidders submission on these shall be evaluated and scored accordingly.</p>			
<p>10.</p>	<p>In Section VII – Purchaser’s Requirements in page 221 there is the following requirement:</p> <table border="1" data-bbox="163 1117 905 1325"> <tr> <td data-bbox="163 1117 279 1325">3.4.9.75</td> <td data-bbox="279 1117 716 1325">Bidder to provide Enterprise Relationship Management (ERM) comprising the complete TaRMS solution suite with detailed information for stored procedures, tables, fields, data structures, etc.</td> <td data-bbox="716 1117 905 1325">M</td> </tr> </table>	3.4.9.75	Bidder to provide Enterprise Relationship Management (ERM) comprising the complete TaRMS solution suite with detailed information for stored procedures, tables, fields, data structures, etc.	M	<p>This is a mandatory requirement to this bid. It is not necessarily a functionality. Rather, among list of the documentations/ design documents to be submitted by the bidder in the event bidder's bid is selected for contract award as stated in 2.6.1.3 in page 133.</p>
3.4.9.75	Bidder to provide Enterprise Relationship Management (ERM) comprising the complete TaRMS solution suite with detailed information for stored procedures, tables, fields, data structures, etc.	M			

	<p>Please confirm that this requirement is out of project scope. If this is not the case please elaborate on what functionality is expected to be delivered.</p>				
11.	<p>In Section VII – Purchaser’s Requirements in page 219 there is the following requirement:</p> <table border="1" data-bbox="163 488 898 662"> <tr> <td data-bbox="163 488 279 662">3.4.9.64</td> <td data-bbox="279 488 709 662">Embedded feature and capability for configuration and deployment of Anti-virus software, various network protocols and Microsoft exchange server settings.</td> <td data-bbox="709 488 898 662">M</td> </tr> </table> <p>Please explain if Antivirus-software for central Converged server Infrastructure is part of this project.</p>	3.4.9.64	Embedded feature and capability for configuration and deployment of Anti-virus software, various network protocols and Microsoft exchange server settings.	M	<p>Antivirus software for central converged server infrastructure is not part of this project. However, we do expect bidders to take into consideration the security requirements defined in the server systems and related systems.</p>
3.4.9.64	Embedded feature and capability for configuration and deployment of Anti-virus software, various network protocols and Microsoft exchange server settings.	M			
12.	<p>In Section V– Instructions to Bidders (ITB), paragraph <b>20 Bid Security</b> on page 20 there is the following requirement:</p> <p>20.3 If a Bid Security is specified pursuant to ITB 20.1, the bid security shall be a demand guarantee in any of the following forms at the Bidder’s option:</p> <p>(a) an unconditional guarantee issued by a non-bank financial institution (such as an insurance, bonding or surety company);</p> <p>(b) an irrevocable letter of credit;</p> <p>(c) a cashier’s or certified check; or</p> <p>(d) another security indicated <b>in the BDS,</b></p>	<p>Bid Security must be issued by a Bank Guarantee local/ international bank, irrespective of the location of the issuing authority. It must be issued using the template in the bid document. The bid security amount and currency information are stated in ITB20.1</p>			

from a reputable source from an eligible country. If an unconditional guarantee is issued by a non-bank financial institution located outside the Purchaser’s Country the issuing non-bank financial institution shall have a correspondent financial institution located in the Purchaser’s Country to make it enforceable unless the Purchaser has agreed in writing, prior to Bid submission, that a correspondent financial institution is not required.

Kindly confirm that we may issue a Bid Security from an international bank such as BGL BNP Paribas without a local corresponding bank. The currency of the Bid Guarantee will be in USD or EURO and the template provided in the RFP will be used.

In Section VII – Requirements, in **paragraph A. Implementation Schedule Table**, in page 234 it is mentioned that:

Line Item No.	Subsystem / Item	Configuration Table No.	Site / Site Code	Delivery (Bidder to specify in the Preliminary Project Plan)	Months (From)	Months (To)	Liquidated Damages Milestone
8.4	Final QA Services	--	--		--	--	
	<i>Sign-off on all QA Services for Release 1</i>	--	--		Month 11	Month 11	
9.	TaRMS commissioned for Production Use/ go-live for Release 1				Month 12	Month 12	
9.1	Commencement and completion of Operational Acceptance	--	--		Month 13	Month 18	
	<i>Sign-off on Operational Acceptance Certificate for Release 1 (provisional OA certificate for Release 1)</i>	--	--		Month 18	Month 18	

Given that 9.1 Commencement and completion of Operation Acceptance is sub-task of 9. TaRMS commissioned for Production User/go-live for Release 1, we kindly ask you to correct the Starting Month and the Finishing month appropriately. Meaning, activities 9. and

While 9.1 is a sub-task of 9, yet, they are entirely, separate milestones with distinctive timeframes. Therefore, we prefer to keep the dates as they are stated in the schedule table and maintain the activities schedule.

	<p>9.1 should start on Month 12 and Finish on Month18. If this is not the case please do explain.</p>																																																	
<p>14.</p>	<p>In Section VII – Requirements, in <b>paragraph A. Implementation Schedule Table</b>, in page 237 it is mentioned that:</p> <p style="text-align: center;">Section VII - Requirements <span style="float: right;">237</span></p> <table border="1" data-bbox="163 592 850 885"> <thead> <tr> <th>Line Item No.</th> <th>Subsystem / Item</th> <th>Configuration Table No.</th> <th>Site / Site Code</th> <th>Delivery (Bidder to specify in the Preliminary Project Plan)</th> <th>Months (From)</th> <th>Months (To)</th> <th>Liquidated Damages Milestone</th> </tr> </thead> <tbody> <tr> <td>13.4</td> <td>Final QA Services</td> <td>--</td> <td>--</td> <td></td> <td>--</td> <td>--</td> <td></td> </tr> <tr> <td></td> <td><i>Sign-off on all QA Services for Release 2</i></td> <td>--</td> <td>--</td> <td></td> <td>Month 17</td> <td>Month 17</td> <td></td> </tr> <tr> <td>14.</td> <td><b>TaRMS commissioned for Production Use/go-live for Release 2</b></td> <td></td> <td></td> <td></td> <td>Month 18</td> <td>Month 18</td> <td></td> </tr> <tr> <td>14.1</td> <td>Commencement and completion of Operational Acceptance</td> <td>--</td> <td>--</td> <td></td> <td>Month 19</td> <td>Month 24</td> <td></td> </tr> <tr> <td></td> <td><i>Sign-off on Operational Acceptance Certificate for Release 2 (provisional OA certificate for Release 2)</i></td> <td>--</td> <td>--</td> <td></td> <td>Month 24</td> <td>Month 24</td> <td></td> </tr> </tbody> </table> <p>Given that 14.1 Commencement and completion of Operation Acceptance is sub-task of 14. TaRMS commissioned for Production User/go-live for Release 2, we kindly ask you to correct the Starting Month and the Finishing month appropriately. Meaning, activities 14. and 14.1 should start on Month 18 and Finish on Month 24. If this is not the case please do explain.</p>	Line Item No.	Subsystem / Item	Configuration Table No.	Site / Site Code	Delivery (Bidder to specify in the Preliminary Project Plan)	Months (From)	Months (To)	Liquidated Damages Milestone	13.4	Final QA Services	--	--		--	--			<i>Sign-off on all QA Services for Release 2</i>	--	--		Month 17	Month 17		14.	<b>TaRMS commissioned for Production Use/go-live for Release 2</b>				Month 18	Month 18		14.1	Commencement and completion of Operational Acceptance	--	--		Month 19	Month 24			<i>Sign-off on Operational Acceptance Certificate for Release 2 (provisional OA certificate for Release 2)</i>	--	--		Month 24	Month 24		<p>Please see same response as above!</p>
Line Item No.	Subsystem / Item	Configuration Table No.	Site / Site Code	Delivery (Bidder to specify in the Preliminary Project Plan)	Months (From)	Months (To)	Liquidated Damages Milestone																																											
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14.	<b>TaRMS commissioned for Production Use/go-live for Release 2</b>				Month 18	Month 18																																												
14.1	Commencement and completion of Operational Acceptance	--	--		Month 19	Month 24																																												
	<i>Sign-off on Operational Acceptance Certificate for Release 2 (provisional OA certificate for Release 2)</i>	--	--		Month 24	Month 24																																												
<p>15.</p>	<p>In Section VII – Requirements, in paragraph A. Implementation Schedule Table, in page 241 it is mentioned that Warranty for Software should start at Month 18.</p>	<p>Confirmed.</p>																																																

20.	<b>Support Services and Warranty Period (SLA)</b>						
	Warranty for Hardware				Month 11	Month 47	
	Warranty for Software (TaRMS solution)				Month 18	Month 54	
	<i>Sign-off on Warranty Certificate for Hardware</i>	--	--		Month 47	Month 47	
	<i>Sign-off on Warranty Certificate for Software</i>				Month 54	Month 54	

However, given that Sign off on TaRMS Implementation Services for Release 3 is at the end of Month 18 as depicted in the tender document page 239, please confirm that Warranty for Software (TaRMS solution) will start at the beginning of Month 19 and will finish Month 55.

Line Item No.	Subsystem / Item	Configuration Table No.	Site / Site Code	Delivery (Bidder to specify in the Preliminary Project Plan)	Months (From)	Months (To)	Liquidated Damages Milestone
	15.1.5.9 Immigration Department						
	15.1.5.10 Zimbabwe Investment and Development Agency						
	<i>Sign-Off on TaRMS Implementation Services for Release 3</i>	--	--		Month 18	Month 18	

16.

In Section VII – Requirements, in paragraph A. Implementation Schedule Table, in the table there is a column named “Delivery (Bidder to specify in the preliminary plan) and a column Liquidated damaged Milestones”. Please confirm that it is not needed to respond to those columns or explain what you expect to be included in there.

Line Item No.	Subsystem / Item	Configuration Table No.	Site / Site Code	Delivery (Bidder to specify in the Preliminary Project Plan)	Months (From)	Months (To)	Liquidated Damages Milestone

It is not required for bidders to respond to those two columns. However, bidders are guided on the expected schedule/ timeframe as stated in the bid, implementation schedule table. Liquidated damages are covered in SCC of the bid and therefore, not applicable in this table.

17.

In Section VII – Purchaser’s Requirements in paragraph 2.5 Data Conversion and Migration in page 132 it is mentioned that: “2.5.1 Data Conversion and migration shall form part of the delivery of this bid. However, the

The following table forms the expected data to be converted and migrated to the TaRMS.

<p>gathering of details on data volumetric, data type, data structure etc shall be discussed during the pre-bid meeting and an addendum to the bidding document shall be issued with clear details of what would constitute the data conversion and migration requirements”. Please do provide the Addendum.</p>	<b>Tax Type</b>	<b>No. of registered Taxpayers</b>	<b>filing frequency</b>	<b>Filing Date</b>
	Income Tax Companies and Individuals in Trade	175000	Annually for the final return, and quarterly for the provisional returns	<p>a. <b>Final Return:</b> 30 April</p> <p>b. <b>Provisional Returns:</b></p> <ul style="list-style-type: none"> <li>- 1<sup>st</sup> Quarter: 25 March.</li> <li>- 2<sup>nd</sup> Quarter: 25 June</li> <li>- 3<sup>rd</sup> Quarter: 25. September.</li> <li>- 4<sup>th</sup> Quarter: 20 December</li> </ul>
	Value Added Tax	33000	<p>Depends on category of the taxpayer as following:</p> <ul style="list-style-type: none"> <li>a. <b>Category A:</b> once in two months</li> <li>b. <b>Category B:</b> once in two months</li> <li>c. <b>Category C:</b> monthly</li> <li>d. <b>Category D:</b> various</li> </ul>	
	Individual Tax (PAYE)	125000	a. Monthly for the advice notes.	a. By the 10 <sup>th</sup> of the month following

				b. Annually for the return	end of tax period. b. 30 January of the following year	
		Withholding Taxes	150000	Monthly	By the 10 <sup>th</sup> of the month following end of month.	
		Presumptive Taxes	8000	Quarterly	By the 10 <sup>th</sup> of the month following end of quarter.	
18.	<p>In section, SECTION VIII -GENERAL CONDITIONS OF CONTRACT, Sub-section E. SUPPLY, INSTALLATION, TESTING, COMMISSIONING, AND ACCEPTANCE OF THE SYSTEM, clause 19.1, it states:  <i>«In close cooperation with the Purchaser and based on the Preliminary Project Plan included in the Supplier’s bid, the Supplier shall develop a Project Plan encompassing the activities specified in the Contract. The contents of the Project Plan shall be as specified in the SCC and/or Technical Requirements».</i></p> <p>In line with this clause and after reviewing the included Implementation Schedule Table in Section VII of the RFP, based on our extensive experience on projects of this nature and in order to reduce risk can you please confirm that it is acceptable for our Company to adjust:</p> <ul style="list-style-type: none"> <li>the sequence of the three releases</li> </ul>	<p>Bidders may propose the sequence and type of modules in each release but maintain the delivery period as stated in the bid document.</p>				



	<ul style="list-style-type: none"> <li>• the type of modules that each release should include</li> <li>• the duration of each release, respecting that the overall duration will be 30 months as requested by the tender document</li> </ul>	
19.	ITB 35.4 mentions 35 point for product demo, how will this be scored/Broken Down?	<p>As stated in the evaluation criteria section of the bid, there is 35% score for product demo. However, this score is applicable to bidders whose bids would have successfully completed the bids preliminary and administrative examination. In the evaluation process, bidders bids will have to firstly undergo preliminary and administration compliance checks. These checks include for example, evidence of bidders submission of business registration certificate, tax clearance certificate, evidence of similar contract/ assignment, etc. Having gone through the preliminary examination, only bidders whose bids meet the compliance checks would then be subjected to detailed technical evaluation. Bids that failed the preliminary/ administrative compliance checks will not be evaluated further.</p> <p>At the detailed technical evaluation, that is after the preliminary/ administrative examination process, ZIMRA will then disseminate the test scripts to the bidders whose bids are accepted for detailed evaluation. The script will include the scoring matrix/ breakdown of how the 35% will be scored as per each functionality area in the demo scripts.</p>
20.	Section 2.3 of the Bid Document mentions integration requirements, it is assumed that ZIMRA will avail the consultants for those legacy systems for integration purposes.	Your assumption is correct. During systems implementation, ZIMRA being the client of both legacy and TaRMS solution will avail the consultants of the legacy systems for the purpose of data exchange/ interface with TaRMS and legacy systems. This relationship shall be managed by via in ensuring a smooth transition.
21.	Requirement 3.4.9.74 mentions source code to be delivered, what is the Existing skill set within ZIMRA and whether we need to factor it in Core Technical training? i.e. Software Developer training.	As you know, the bid process is an international competitive bidding. Therefore, it is the completion of the bid process that will determine the solution and essentially, the skills set required to administer and manage the source code. However, in the interest of fairness and equity, ZIMRA will now encourage all bidders to indicate the expected skills set required to administer and manage the source code in the event bidder's bid is selected for contract award. By disclosing this information upfront, ZIMRA will then have an opportunity to either provide enhancements training to

		ZIMRA's ICT team or hire experts that have specialized ICT skills in such ICT domain area.
22.	Section 2.4 talks about the various Trainings, Will ZIMRA provide the training facility/Venue in Harare?	Yes, ZIMRA shall provide the training facility/ venue. Ideally, it is understood training shall be done at ZIMRA's main sites in Harare. But in the event there is a change in training venue, ZIMRA and the contracted supplier shall work out the modalities. The contracted supplier is mainly required to deliver the trainings as defined in the bid document and well as the training materials of all training delivery.
23.	Requirement 3.4.2.25 talks about integration with call center technology, is the technology already in place and if so what technology is in use?	The call center technology is not in place. ZIMRA is currently undergoing the acquisition of the solution. However, we expect the TaRMS solution to be an industry proven that can seamlessly integrated with similar call center technologies/ solutions available in the market.
24.	3.4.5.41 Interface with Customs systems to perform analysis on Customs data, is this data sitting in a data warehouse or the analysis done on Customs production system, is the desired output already defined?	This question is in two parts and these are the responses:  1. There is MIS/ BI requirements defined in the bid document. These requirements obligates the contracted supplier to deliver MIS/ BI reports in the form of custom reports development. However, during the implementation scoping, there shall be one on one engagement with the business users who will then provide samples of the expected custom reports for management, operational, administrative reporting expected of the TaRMS.  2. The customs data is sitting on a data warehouse. This warehouse consist of various database, exclusively for customs operations.
25.	On the Economical Evaluation there is mention of Time Schedule whereby the contract agreement for determining time for completion of pre-commissioning activities shall be between Eighteen (18) Months minimum and Twenty (20) months maximum, The Adjustment rate in the event of completion beyond the minimum period shall be 10% for each week of delay from that minimum period. This 10% is against what? Please Clarify this point	This section of the bid document is now modified/ clarified as:  <b><u>As-is in bid document</u></b>  <b>3. Economic Evaluation</b> The following factors and methods will apply:  <b>(a) Time Schedule:</b>

Time to complete the Information System from the effective date specified in Article 3 of the Contract Agreement for determining time for completion of pre-commissioning activities is: \_\_\_\_\_. No credit will be given for earlier completion.

**or**

Time to complete the Information System from the effective date specified in Article 3 of the Contract Agreement for determining time for completion of pre-commissioning activities shall be between **Eighteen (18) months** minimum and **Twenty (20) months** maximum. The adjustment rate in the event of completion beyond the minimum period shall be **10%** for each week of delay from that minimum period. No credit will be given for completion earlier than the minimum designated period. Bids offering a completion date beyond the maximum designated period shall be rejected.

**Modified/ clarified to-be**

**3. Economic Evaluation**

The following factors and methods will apply:

**(a) Time Schedule:**

Time to complete the Information System from the effective date specified in Article 3 of the Contract Agreement for determining time for completion of Operational Acceptance activities is: **month 18** of the implementation schedule. No credit will be given for earlier completion.

**or**

Time to complete the Information System from the effective date specified in Article 3 of the Contract Agreement for determining time for completion of Operational Acceptance activities shall be between **Thirteen (13) months** minimum and **Eighteen (18) months** maximum. The adjustment rate in the event of completion beyond the maximum period shall be **one half of one percent per week** (as a percentage of the contract price, exclusive of Recurrent costs) as stated in SCC28.2.

		No credit will be given for completion earlier than the minimum designated period. Bids offering an operational acceptance date beyond the maximum designated period shall be rejected.
26.	Requirement 3.4.8.1 Capability of the system to generate documents within the system and import memo from external sources into the system. For example, memos, letters. Input tax schedules. Are these Memo's part of the Standard business processes or they are adhoc memo's	Some of these memos are part of the business process (standard) and some are adhoc. There is no definitive schedule. They are issued on demand on the basis of the tax issue with the taxpayer.
27.	<p>In Section VII – Purchaser’s Requirements, paragraph 5.3 Requirements of the Supplier’s Technical Team in pages 224 and 225 it is mentioned: “ 5.3.1 <i>The Supplier MUST provide a technical team to cover the Purchaser’s anticipated Post – Operational Acceptance Technical Assistance Activities Requirements (eg. Modification of the Information System to comply with changing legislation and regulations) <b>with the roles and skill levels that are specified below. The minimum expected quantities of inputs by the supplier’s technical support team are specified in the relevant System Inventory Tables for Recurrent Cost Items: a Service Level Agreement (SLA) shall be established between bidders and ZIMRA with details and specifics of the technical and other support related matters”</b></i></p> <p>We kindly ask you to provide <i>the roles and skill levels of the requested team</i> given that in paragraph 5.3.1 and in no other section of the RFP are provided. In addition, please do provide the minimum expected quantities of inputs by the supplier’s technical support team given that there is no such information in the inventory tables for Recurrent Cost Items.</p>	<p>In 3.1 Grand Summary Cost Table in page 69, bidders must fill in their summary costs for Supply and Installation, and Recurrent costs. The supply and installation is inclusive of three (3) years warranty for the entire TaRMS solution.</p> <p>However, being that operational acceptance is six (6) months after system go-live/ production use, and warranty of the system is three years, there has to be a Service Level Agreement (SLA) that will indicate upfront information by the bidder with cost details for services that may occur outside the scope of the warranty services. The changes in legislation was given as an example so as to guide bidders of this and similar tasks/ services that may occur outside the scope of warranty that may require bidders services.</p> <p>The inventory table as you know, has the detailed delivery of the TaRMS solution- software, licenses, hardware, etc. Given that bidders bid prices shall be a lump sum contract with limited specifics in terms of fees/ remuneration for professional services, it is on this basis we expect bidders to state in their proposed SLA (not in any of the cost tables), indicative costs of professional services for services outside the scope of warranty. The SLA as you know, forms part of the contract documents/ attachments.</p>

28.	<p>Purchaser’s Requirements, paragraph 2.6.1.11 it is mentioned that “ Support Plan and SLA: Bidders shall deliver their proposed support plan and SLA for up keeping the TaRMS post the completion/ achievements of Operational Acceptance, Warranty, and Post-warranty periods”. Please do confirm that at this stage it is expected the Bidders to submit templates/Samples of SLA.</p>	<p>In addition to the templates, we also expect the bidders to state how they intend to carry out support plan/ strategy and deliver 24 hours, all day-in year round, non-stop system operational support to ZIMRA in the form of a Support Plan and Service Level Agreement. This is a critical component that is scored against a percentage in the bidders bid proposal evaluation. Therefore, bidders are encouraged to detailed provide upfront their support strategy and proposed SLA to be evaluated as part of bidders bid proposal detailed evaluations. This is further elaborated in 5.2 Technical support in page 224.</p>
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