



Empowered lives.
Resilient nations.

AMENDMENT NO.3

Date: February 20, 2020

Subject: Amendment Nr.3 To RFP for “Technical assistance services; Development of business process management system for Turkish Employment Agency”

Ref: UNDP-TUR-ITB(KFW)-2020/01

Dear Madam/Sir,

Please find attached “Answers to questions from prospective proposers” in the context of subject RFP issued on 16 January 2020 for “Technical assistance services; Development of business process management system for Turkish Employment Agency”.

You are kindly requested to prepare and submit your proposals in response to our subject RFP with the consideration of this amendment, with all other clauses of the RFP remaining valid.

Please be sure that your proposals are submitted electronically on or before the submission deadline **on March 2, 2020; 23:59 (GMT - 5, EST, New York)** through UNDP ATLAS e-tendering system (accessible at <https://etendering.partneragencies.org>).

Attachment-1- Answers to questions from prospective proposers

Yours Sincerely,

UNDP Turkey Country Office

ATTACHMENT 1- ANSWERS TO QUESTIONS FROM PROSPECTIVE PROPOSERS

Question 1: In case of application as JV/consortium, is Clause 15 of Instruction to Proposers applicable for the JV/consortium members in case of legal relationship (i.e. partnership, parent, sister companies) between JV/consortium members?

Answer 1: Clause 15 of Instruction to Proposers is only applicable for proposals submitted by two or more proposers having the relationship as indicated by Sub-clause 15.2 of Instruction to Proposers. In case of submission of a proposal by a JV/Consortium, the relationship between the JV/consortium members will not be evaluated in terms of the relationship as indicated by Sub-clause 15.2 of Instruction to Proposers.

Question 2: Is membership to UN Global Compact mandatory as an eligibility criterion to submit a proposal?

Answer 2: UN Global Compact membership is not mandatory as an eligibility criterion to submit a proposal.

Question 3: Is it possible to revisit and revise the financial standing criterion?

Answer 3: All of the evaluation criteria were determined regarding the project requirements; thus the criteria could not be revised.

Question 4: Is it possible to share the percentage of the amount of bid security to the estimated contract value?

Answer 4: The amount of the bid security is clearly indicated as USD 15,000 in proposal data sheet line 6. The percentage for the amount is not shared in accordance with UNDP Procurement Rules and Regulations which are available at the following link "<https://popp.undp.org>".

Question 5: Is it possible to share indicative or allocated budget?

Answer 5: Budget is not shared in accordance with UNDP Procurement Rules and Regulations which are available at the following link "<https://popp.undp.org>".

Question 6: Please confirm the amount of Bid Security as USD 15,000 and the validity period as minimum 150 days?

Answer 6: The proposal security is required in the amount of USD 15,000 and shall be valid for the bid validity period (120 days following deadline for submission of proposal) and an additional 30 days.

Question 7: With reference to the terms of reference, please clarify whether the BPM system shall be on-cloud or on-premise.

Answer 7: The BPM software shall be on-premise, on-cloud system will not be accepted.

Question 8: It was stated in 'Section 8 Facilities of ToR' that UNDP will not provide any physical facilities for the contractor. Regarding that the business process design, organizational design and norm staffing would require a team to be co-located within the business in order to understand the current practices and the needs of the business in the future. This would necessitate 'desk space' within the current operation. Can you please clarify your position for the purposes of responding with appropriate costings to the RFP, or whether this approach would be acceptable?

Answer 8: As per the terms of reference UNDP will not provide any physical facility for execution of the services. Considering the nature of services, ISKUR as the beneficiary of the project would provide office space for the experts if deemed necessary for efficiency of the services. However, the office space would only be provided temporarily in case of the need of services in the premises of ISKUR. It shall be noted that the Contractor shall consider the cost for the office and essential office equipment/material to ensure efficiency of the services provided by the experts.

Question 9: With reference to the Terms of Reference Section 10 Duty Station, it is stipulated that the experts may visit the pilot provinces, i.e. Gaziantep, Hatay, İstanbul, Kilis, Şanlıurfa. Considering the location of these provinces at the Syrian Border, please advise for the security issues to be considered? Please also clarify the expected duration and frequency for visiting these pilot provinces.

Answer 9: Security issues in the region will be considered case by case during the execution of the services. It is kindly note that UNDP Turkey has many ongoing activities on the region without any security issues. In case of any foreseen risk for the experts in the region, the issue will be assessed as per Sub-clause 19.3 of the UNDP General Terms and Conditions for Contract. It is expected that experts might visit pilot provinces during the analysis activity to assess the business processes related to the provincial directorates.

Question 10: Are the business processes identified yet? In this RFP, the processes are not mentioned. Could you please provide details on the identified processes in scope? We would require detailed processes to come out with a suitable solution, team structure and a cost.

Answer 10: The business processes of the Strategy Development Department and Information Technology Department would be prioritized for the system. It is Contractor's responsibility to determine the details of the process within the scope of Component 1; Activity 1.1. Analysis as per the Terms of Reference. The proposers are expected to provide an approach and methodology appropriate for ISKUR according to their experience with similar public entities. The proposed solution will be evaluated as per the evaluation criteria stipulated by the RFP.

Question 11: It appears that the business is looking for both BPM based as well as robotics based process automation and optimization. We would need detail around these to come up with an implementable solution, a suitable team structure and the cost for the same.

Answer 11: BPM as well as RPA is desired to achieve end to end automation where BPM can fail to automate. The exact points where RPA may need to cover should be identified during analysis by the Contractor.

Question 12: We would require detailed functional scope of work under the 4 modules - Components 1 to 4 indicated in the document. E.g- What all processes need to be considered as part of the business processes in the Turkish Employment Exchange and how the users would interact with the system at each step? User stories level detail usually help with this.

Answer 12: As per the terms of reference, the Contractor shall undertake the required analysis within the scope of Activity 1.1-Analysis under Component 1. It shall be noted that the requirements were defined by a terms of reference rather than technical specifications. The proposers shall propose a solution with their own approach and methodology depending on their experience with similar institutions.

Question 13: Would the business be willing to undertake a short period business consulting engagement with our process consultants on Time & Material basis to understand the systems, identify the processes & optimization opportunities and document the processes and thereafter the contractor will be in a position to propose a cost and team for the identified processes. The provided details indicate a complete process revamp which is similar to a business process re-engineering exercises similar to complete computerization of the corporate and its processes. Has the agency planned for a business/process consulting exercise before deciding on a roadmap for a technical solution?

Answer 13: As per the terms of reference, the Contractor shall undertake the required analysis within the scope of Activity 1.1-Analysis under Component 1. It shall be noted that the requirements were defined by a terms of reference rather than technical specifications. The proposers shall propose a solution with their own approach and methodology depending on their experience with similar institutions. The proposer shall submit a detailed technical proposal which will be an integral part of the contract, thus technical proposal would be the basis for the pricing.

The proposer shall acknowledge that the award criteria for the contract is not “lowest price technically compliant”, it is combined scoring of technical proposal (70 %) and financial proposal (30%). Thus, the technical proposal will be the main determiner for the successful proposer rather than the price.

Question 14: What channels are in scope for the proposed system - web, mobile etc.? Is a mobile client required? What are the functionalities/services expected to be delivered through social media? What all channels are included in social media like Facebook, Twitter etc?

Answer 14: Software support for channel coverage for digital channels including web, mobile and social channels is required regardless of when these will be implemented. The exact services that will be provided by each channel in the initial project are to be determined during the project analysis and design phases.

Question 15: Please provide details about expected case load and peak case load per month or per annum for the proposed application.

Answer 15: Number of process instances initially is expected to be at the 500.000 / year level. Exact load distribution that will affect the peak times will be observed during production.

Question 16: Who will be the typical users of the proposed application? Could you please provide us the type of users-both internal and external?

Answer 16: All ISKUR users and relevant citizens are potentially going to be the typical users of the system. Exact user types, roles, etc should be determined during the project analysis and design stage.

Question 17: Please provide number of sporadic, regular and occasional users for the proposed system.

Answer 17: 8,000/10,000

Question 18: What is the expected number of reports to be built?

Answer 18: As per the terms of reference, the Contractor shall undertake the required analysis within the scope of Activity 1.1-Analysis and Activity 1.2 Design under Component 1.

Question 19: Has UNDP/ISKUR shortlisted any product for the proposed work? Is UNDP/ISKUR already in advanced discussion with any system provider?

Answer 19: No, there is no shortlisted products or discussion with any system provider.

Question 20: Has UNDP/ISKUR shortlisted any product for the proposed work? Is UNDP/ISKUR already in advanced discussion with any system provider? Does UNDP/ISKUR own any license or have any products been recommended by any system provider for the proposed transformation projects?

Answer 20: No, there is no shortlisted products or discussion with any system provider.

Question 21: Is there an IT and business team in place including architects, product owners, SMEs who can support the vendors during this project?

Answer 21: Yes, there is a team of IT experts in ISKUR who will provide support the Contractor. It shall be noted that it is Contractor’s sole responsibility to execute services within the scope of the Contract.

Question 22: Can you share process flow diagrams like swimlane diagrams to help us understand the level 1 to 5 process models. Please explain the levels 1, 2,3,4 and 5 mentioned here.

Answer 22: The levels are defined by terms of reference in several sections including “Definitions”. The process flow diagrams are not available.

Question 23: What are the internal and external system to be integrated by the system for this implementation? Please provide details on the systems as to what kind of integrations will be there and are there ESB/APIs existing to be re-used for this.

Answer 23: During the inception phase, the details will be decided bilaterally by the Contractor, ISKUR and UNDP, within the scope of terms of reference and technical proposal of the Contractor.

Question 24: Could you please share the organization matrix for the organization design related scope of work?

Answer 24: The organization matrix of ISKUR is available at the following link; <https://www.iskur.gov.tr/en/corporate-information/organization/>.

Question 25: Is ISKUR also looking for a hardware sizing and quote thereof or ISKUR will take care of the infrastructure part?

Answer 25: The hardware is not in the scope of the subject RFP.

Question 26: Is test automation required as part of DevOps?

Answer 26: Test automation is a desired functionality of DevOps.

Question 27: As part of the optimization and documentation of IT processes, the following line items are mentioned- Planning the new or changing services, Service Level Management, Capacity Management, Information Security Management, Service Continuity and Availability Management, Service Budgeting and Accounting, Configuration Management, Change Management, Version and Dissemination Management, Event and Service Request Management, Problem Management, Business Relationship Management, Supplier Management. Are these part of the implementation methodology and not part of the development?

Answer 27: The Contractor shall undertake the establishment of the subject processes within the scope of the requirement as per terms of reference and technical proposal.

Question 28: We have seen in the Section 5-Deliverable & Schedules/Expected Outputs section that processes 1, 2-5 and 5-10 have been marked for releases as per the schedule. What are the functional processes considered under processes numbered from 1 to 10?

Answer 28: Within the inception phase, the processes will be determined within the scope of the terms of reference and technical proposal.

Question 29: Is data migration in scope? If yes, please provide details around the volume of data to be migrated.

Answer 29: No, data migration is not in the scope of the requirement.

Question 30: Could you please share the technical architecture/block diagrams/system interaction/components & connector diagram related documents at enterprise level, if available, for the existing technology landscape along with technology stack?

Answer 30: Main database: Oracle, Applications: .Net