NEW DELHI MUNICIPAL COUNCIL

Request for Proposal

"Providing & Implementation of Packaged Integrated Solution for Human Resource Management (ISHRM)at NDMC"

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ADDENDUM TO TENDER NOTICE

The Director (IT), NDMC, Palika Kendra, New DelhI, hereby publish the Aaddendum to the Tender No. ***TENDER No.:- DI/197/ Dir.(IT)/2014 Date: 20/05/2014*** *covering the following:*

1. The Tender Document will be referred as "Request for Proposal" instead of "Request for Qualification" for all purposes from now onward.

2. A sum of **Rs. 30,00,000/-   (Rupees Thirty Lakhs only)as an earnest money has to be submitted along with tender documents through Bank guarantee (As per the form no. 5 of this tender document)**. The scanned copy of Bank Guarantee for payment of earnest money should be uploaded online with the tender documents otherwise the same are liable not to be opened.

3. Eligible bidder(s) may download the updated tender documents from Delhi Govt. E-Procurement Portal https://govtprocurement.delhi.gov.in/nicgep/app for tendering purposes.

4. The Prebid Clarification are published in NDMC portal and the changes thereby reflected in the updated tender. The bidders are hereby requested to refer to the updated document for all purposes now onwards.

5. The revised date for submission of the bid is 27th of June 2014.

The bidder may contact for any query regarding availability of the document and clarification on tendering process to **Director (IT), Room No. 7008, 7th Floor, IT department, NDMC, Palika Kendra.** The bidder may mail there clarifications to **director.it@ndmcmail.gov.in, Fax: 41501383 or contact at 41501367 for any clarification.**

DIRECTOR (IT)

Sl.No	Clause No	Page No.	Clause Description	Query	Suggestions	Response
1	42	76	Proposed SOA software should figure in the Leader Quadrant of Gartner Magic Quadrant – for at least previous three years. Bidder is required to submit a letter from OEM & validating the same.		Proposed SOA software should figure in the Leader Quadrant of Gartner Magic Quadrant – for any one of the least previous three years. Bidder is required to validate the same	Yes, the requirement for Gartner reference is only for any of the last three years.
2	43	76	Proposed enterprise portal software should figure in the Leader Quadrant of Gartner Magic Quadrant – for at least previous three years. Bidder is required to submit a letter from OEM & validating the same.		Proposed enterprise portal software should figure in the Leader Quadrant of Gartner Magic Quadrant – for any one of the least previous three years. Bidder is required to validate the same	Yes, the requirement for Gartner reference is only for any of the last three years.
3	Evaluation Criteria	55	Fitment of proposed product/product stack to the Functionality	Is it applicable for all matrices of Section-IV (Vol-II is not there in RFQ)	As per the scope of work, this should only be applicable to Personal Management and Payroll matrix. Request to clarify the same.	Yes, this is only applicable to Personal Management and Payroll only.

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1	1	9	4.3	Database	What is your target peak Business transaction rate? This is the transaction rate of your OLTP system, not the number of SQL statements. Please indicate what time duration, Hour, Minute or Second?	Database procurement for the production server will be through a separate tender . Successful bidder shall provide the specifications, hence these details will be discussed with the successful bidder.
2	2				Please indicate complexity of transaction by %. The percentage total should add up to 100% - Light, Medium, Complexity	
3	3				The average number of logical reads and writes per transaction.	
4	4				Raw Data size or the actual disk size being used (in GBs)	
5	5				Number of total user population?	12000
6	6				Number of concurrent users directly connected to the database server?	15% concurrency can be assumed for all calculations
7	7				Number of concurrent users of the application that is connected to the database server?	15% concurrency can be assumed for all calculations
8	8	79	The specs Pt. 91	Integration	Number of applications to be integrated	As per RFP
9	9				Transactions per second	NDMC will discuss and finalize the same with the successful bidder.
10	10				Typical Msg size	NDMC will discuss and finalize the same with the successful bidder.
11	11				If HA (Active-Active/Active-Passive) is required	NDMC will discuss and finalize the same with the successful bidder.
12	12	77	pt. 57	Database should have native, active-active clustering with objectives of scalability and availability. The solution should provide single image database concurrently accessed by multiple database servers, without repartitioning or changes to the database objects or 3rd party transaction routing mechanisms. This clustering technology should be within the database and should be available across all platforms including Windows, UNIX and Linux	Should be changed to -> Database clustering should at least be supported on UNIX platform because of its stability. Most of the data centers run on UNIX based systems hence clustering solution should at least be supported on UNIX/Linux and Windows can be optional.	Original clasue to be retained, this is NDMC's requirement.
13	13	77	pt. 52	Should provide non-escalating row level locking and multi version read consistency	Different databases have different ways to manage the locks. Non-escalating lock mechanism is a vendor specific term and should be changed. This point can either be removed or changed to "Should provide row level locking mechanism to support multi version read consistency".	Original clasue to be retained, this is NDMC's requirement.
14	14	77	pt. 54	Must ensure inter-dependency of user concurrency and data consistency. Should provide non-escalating lock mechanism and multi version read consistency for the transaction processing. Database should support terabyte and peta byte scaling	Same as above.	Original clasue to be retained, this is NDMC's requirement.
15	15	77	pt. 58	The clustering technology mentioned in the point above should be native to the database and should be implemented without the need of any additional hardware (servers) excepting the servers employed as members of the database cluster. Together with the aforementioned clustering technology, the database should also support native automated disaster recovery capability without any third party support with seamless switch over and switch back between primary and disaster recovery sites	Database clustering is for high availability at database layer. Different RDBMS do it in different way. Having clustering software on database node might consume resources which are required for database processing. It is advisable to put this on separate hardware so that dedicated hardware can be used for database processing. It also saves the licensing cost because if we put clustering software on separate hardware then we don't need licenses for that. We only need licenses for the server where database is deployed. Considering this technical aspect, restriction on using extra hardware should be removed.	No, BOM is not required

16	16	78	pt. 62	Multiple data partitioning schemes should be available in the database. These schemes should include partitioning by data ranges, by names (list), by hash values and by references. The partitioning should enhance the performance, manage huge volumes of data and should provide foundation for Information Life Cycle Management (ILM)	This is a vendor specific term. Partitioning is to improve database performance and provide scalability. Different RDBMS can have different ways to partition the table hence partitioning is a key requirement which should be mentioned however the ways to partition the data should be removed.	Successful bidder to suggest.
17	17	69	pt. 27	Is BOM to be proposed for DR site?		No
	18			Will DR be exact replica of DC in terms of volumes and capacity or 50% of the same		NDMC will discuss and finalize the same with the successful bidder.
	19			Is HA required at DR site		NDMC will discuss and finalize the same with the successful bidder.

Sl.No	Clause No	Page No.	Clause Description	Query	Response
1	85	Leave Managem ent (45)	On approval of the leave, system should calculate payment entitlement and raise the necessary payment/recovery requisition if needed.	Can you provide us with an example which will help us in understand it better?	NDMC will discuss and finalize the same with the successful bidder.
2	85	Leave Managem ent (49)	System should support conversion of one type of availed/sanctioned leave into another.	What is the purpose of conversion of one leave type to another, can you elaborate with an example?	NDMC will discuss and finalize the same with the successful bidder.
3	85	Employee Self Services (51)	System shall have an option for employee to update its payment details	What kind of payment details would employee update from Employee self services , do you mean employee should have a facility to choose the payment types (salary) like by cheque, cash or EFT or combination of these payment methods?	The purpose of the same is to give option to the Employee to update his payments (salar/reimburshment) either direct to the salary account or to be taken by cheque. However the this choice shall be given at the joining time and subject to prior approval.
4	86	Employee Self Services (63)	System shall provide employees the option of 'pre-paying' deductions (where applicable)	What are Pre-Paying Deductions?	Any payment subject to taxes and deductions. However exercising this option shall be as per approval and statutory requirements.
5	87	Performa nce Managem ent System (93)	System should allow employee to see final comments of appraisers accept CR grading.	What are CR Grades ? Are they normal Employee Grades or some other grades.	This is related to appraisal and rating
6	87	Performa nce Managem ent System (95)	System should also store CR grades in a separate file to be accessed by the system for confirmation and promotion processing, etc.		NDMC will discuss and finalize the same with the successful bidder.
7	87	Training and Learning Managem ent (103)	System should allow DTO to compile employees' requests for optional training programmes and use system defined criteria to prepare shortlist of selected employees.	The request for optional training program from employees will be captured manually and compiled in the system. Kindly confirm if our assumption is correct.	Yes
8	88	Training and Learning Managem ent (106)	System should have standard formats available of orders available in the system.	Kindly elaborate.	NDMC will discuss and finalize the same with the successful bidder.
9	88	Training and Learning Managem ent (107)	System should allow online payment transfer to training providers	Kindly confirm if Oracle Financial is also implemented.	NDMC will discuss and finalize the same with the successful bidder.
10	88	Training and Learning Managem ent (112)	System should have provision for creation of instruments for online evaluation of training by employees/supervisors whose access and response recorded in the system.	Do we mean online tests associated with trainings ?	Yes
11	88	Training and Learning Managem ent (118)	System should allow employees' to upload requests for job rotation, special assignments in the workflow	This point seems to be mismatch with the heading training and learning management . Kindly check and confirm. Please elaborate on this required functionality.	This is part of general requirements.
12	7	Integratio n	Smartcard based attendance system	How is the current attendance being captured? Is it through any punching machine (using smartcard)? Do you have any policy of overtime / shift allowance? If yes, then where is this information expected to get stored?	NDMC will discuss and finalize the same with the successful bidder.
13	N/A	N/A	N/A	Please share some details (application platform, database etc.) about the legacy system. This would be required for data migration estimation	NDMC will discuss and finalize the same with the successful bidder.
14	N/A	N/A	N/A	There is a requirement for integration with all 3rd party peripheral systems, but no details are mentioned of those systems or about kind of integration required integration	NDMC will discuss and finalize the same with the successful bidder.
15	N/A	N/A	N/A	Other than Head Office, how many locations do you have in Delhi (or outside Delhi, if any). This would help us in deciding on roll-out strategy.	The bidders are requested to visit NDMC and discuss the same to have clarity .

					How much of historical transactions exist in the current system? This would help to understand the scope for data conversions. Do you intend carrying this historical data forward into the Oracle EBS (New ERP) environment?	NDMC will discuss and finalize the same with the successful bidder.
16	N/A	N/A		N/A		
17	N/A	N/A		N/A	What is your Organization Structure? How many legal entities / Govt Reporting Entities exists in your organization?	NDMC will discuss and finalize the same with the successful bidder.
18	N/A	N/A		N/A	What are the expected timelines for this project? Are you targeting any specific date for the go-live of the new COTS system?	Yes, 9 months. Please refer to Appendix-1 Schedule of Supply
19	8	2.1	Facilitate data migration from existing system		What is the current System? (For BI: Whether data will be fetched from ERP HRMS module post implementation)	NDMC will discuss and finalize the same with the successful bidder.
20	8	4	The supplier needs to supply the proposed ISHRM module licenses for the following functional areas of NDMC.		We will need separate license for BI & ETL tool depending on the number of users.	Bidder to decide.
21	9	4.4	The bidder has to bring the necessary hardware server for development environment and provision for all necessary software components as required for the same. The warranty of the hardware for three years shall be provided along with the Development Server from the date of supply as part of the offer.		Does bidder need to procure license for development (BI & ETL tool)?	Bidder to decide.
22	9	5.2	Single Point Data entry/Data capture: The system should be based on Single Unified data model and capable of capturing data, already entered into the computer so as to ensure integrity of data.		What will be data sources for BI ? Apart from HRMS, is there any other system which may act as source for BI.	The requirement is only pertaining to the current scope as mentioned in the RFQ
23	9	5.3	Data Access and Security: The system should have proper security and maintenance facility which limits access to the system and its various functions to the users delegated with appropriate authority. It should provide log in, both by user and by terminal.		What does it mean "It should provide log in, both by user and by terminal" ? Need Clarification.	NDMC will discuss and finalize the same with the successful bidder.
24	10	5.6	Dash Board Function: Data collection rules for Management Dashboard Function (Executive Information System) should be dynamic and flexible pertaining to human resource related functionalities. It should be capable of being refreshed on schedule or on periodic basis.		What are the functional area to be covered by the Dashboard report?	As per RFP scope.
25	10	5.7	Performance Optimization: The system should support functionally distributed computing from a centralized environment, allowing distributed functions across different locations. It should include integrated tools for monitoring system performance such as response time, CPU utilization.		OBIEE does not have any integrated tool to monitor CPU usage. But Query time can be derived from log.	Reporting Query Time is sufficient.
26	12	6.6.2	a total of 100 reports may be taken as the basis of quotation/tender. If after the blue print the number of reports exceeds this number,		Is this number applicable for BI reports as well?	Yes
27	70	1.b	Fully integrated with other Financial modules,		What are the systems used for Finance? Please share the System Specification.	Currently eGov is used and the bidders are expected to contact Finance department to have more clarity if required.
28	70	1	Functional Specifications: Payroll/Employee Information Systems / Employee Self Service/Supervisory Self Service		What kind of analysis is required in each area? As the document only mentions about the transaction details for each area.	NDMC will discuss and finalize the same with the successful bidder.
29	74	19	The solution should provide a strong integration framework to integrate to third party systems. for eg: Flat file, APIs , XML ,EDI, Web Services, Events etc.		Is there any other application to which BI needs to be integrated?	No
30	76	47	Proposed Solution should include real time dashboards for the Business Process / Business Intelligence Alerts and SLA monitoring and tracking.		What is the ETL refresh frequency? As the Dashboard data will be dependent on ETL frequency. What is meant by SLA monitoring & tracking?	As per RFP.
31	12	6.3 b)	Standing or master data such as vendors/ Suppliers, material, work breakdown structures, equipment, preventive maintenance, work specification, defect codes, cost data, etc.		Why are these masters required for HRMS Implementation? Kindly elaborate.	Not required.
32	44	Form # 6	The personnel proposed to be deployed shall be professionally qualified from reputed universities/institutions having adequate experience in implementing ISHRM based ISHRM preferably in chemical and fertilizer industry.		Kindly elaborate the need for the personnel to have exposure of chemical and fertilizer industry.	The requirement is to have experince in Govt/PSU (Along with govt, PSUs which may cover any industry, say Finacial, PDS, Utilities, Chemical and fertilizer indutry also)

33	N/A	N/A	Generic	Expected user growth year on year	NDMC will discuss and finalize the same with the successful bidder.
34	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Preferred hardware vendor for servers,storage,tape library etc.?	NDMC will discuss and finalize the same with the successful bidder.
35	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Preferred network vendor?	NDMC will discuss and finalize the same with the successful bidder.
36	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Please specify Backup media retention period	NDMC will discuss and finalize the same with the successful bidder.
37	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Please provide existing network diagram	NDMC will discuss and finalize the same with the successful bidder.
38	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Storage based replication required/Preferred?	NDMC will discuss and finalize the same with the successful bidder.
39	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Application Integration with LDAP is required?	NDMC will discuss and finalize the same with the successful bidder.
40	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	What network tools are used for network and server monitoring	NDMC will discuss and finalize the same with the successful bidder.
41	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	How remote sites are connected?	NDMC will discuss and finalize the same with the successful bidder.
42	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Number of concurrent users for new HRMS system?	No concurrency available as such, the bidders may assume a maximum of 15%
43	10	Technical requirements	Technical assistance for the sizing and procurement of infrastructure hardware and systems software	Size of the Legacy data which needs to be migrated?	NDMC will discuss and finalize the same with the successful bidder.

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1	Annexure-II, Evaluation Criteria	54		Software company Revenue and Profit are the basis of scoring here, normally these parameter are kept in mandatory criteria to ensure quality bids, as far as attaching marking to these parameters, it should be towards ERP Revenue and Profitability from ERP of those company as that is the solution you are looking for. There is no significance in giving marks for unattached solution components, which is a very high percentage of software revenue for few companies. Also the marks attached to these parameters is very high-15 marks. Will request to remove this clause from this section to being a mandatory criteria. Also, these points are normally kept more as pre-qualification points to ensure relevant and suitable"OEM and SI" bid for the tender. Putting technical marking on the same does not ensure any technical significance to this strategic project. Instead including points relating to OEM product capabilities are more relevant for this project. A few examples can be like – a. Scalabilty of solution :Proposed solution implemented for more than 10,000 employees for HRMS scope – i. 5 Projects more than 10000 employees-5marks ii. Less than 5 projects having less than 10000 employees-2 marks b. Flexibility of solution : should be interoperable across various operating system and multiple database-5Marks The above suggestions ensures that NDMC gets on OEM who has proven capacity in delivering and that no particular OEM is favoured.		Please refer to the RFP uploaded as per the details provided in Addendum. NDMC is looking forward to work with highly stable, financially strong and reputed solution provider/OEM
2	Annexure-II, Evaluation Criteria	54		Indian government references are important since Indian HR and payroll regulations are very different when compared to worldwide or Indian corporate customer implementations. Instead more weightage should be provided to OEM product capabilities and similar references in India. Hence we would urge to re-phrase "World wide references" to "Indian government references" with similar scope and size- as OEM products which have been implemented in Indian scenario can only suit NDMC. World wide references cannot be a benchmark to ensure project success.		As NDMC is looking forward to work with reputed world class OEMs to ensure the availability of widely used functoionalities along with India specific requirements, hence the original calsuse will be retained.

#	Ref	Page		Query		Response
3	Annexure-II, Evaluation Criteria	54		This is a very important criteria, but only 5 marks are allocated to it. Also the evaluation criteria is not best on percentile, as in the other cases and only for this point the evaluation basis is different, also this should be only Govt/ PSU as that is why NDMC correspondence to. According credentials for Scheduled Financial institution. Will request to increase the marking, request you to accept only Govt and PSU credentials and also define size comparable to NDMC so that you get real evaluation parameters. We also request to have a percentile evaluation for this as in other points.		The original requirement to be retained. The same logic as privided by the party hold good for Power Utility, Manufacturing and other type PSUs which does not match with NDMC requirements. To evaluate OEM with wide experience is the motive of the whole exercise.
4	Para4.1	9		Apart from the Supervisory staff mentioned here , can you please let us know, how many HR department core users, who will be working on various modules of the application like payroll, Personnel management etc? Please also let us know, how many of these HR department users are already included in The ESS/SSS staff- 10,000 and 2000 numbers?		All HR department users are included in the License Requirement section..
5	Para4.4	9		Can you please clarify on the Database component- whether it is to be supplied along initially or will be procured at a later stage?		Databse to be procured at the later stage, however the specification of the same is provide in the RFQ.
6	Para 5.3	9		Request elaboration on this clause		As per RFP.
7	Para5.7	10		One of the concepts of distributed computing is to have application server, databases and other solution components running on multiple servers instead of running on one hardware. Please clarify if this understanding is correct.		As per RFP.
8	Para 5.17	10		Requesting department to elaborate this File Management requirement in detail instead of just adding one statement. Please provide the functionalities required.		This is envisaged to cover inflow document management. Detailed scope will be decided during implementation based on capability of the selected product.
9	Para6.3	12		In Data migration, these specifications are mentioned, which seems to be not applicable for this RFP. Please revise the same.		Not part of the scope
10	Point7	73		Department has asked for COTS based solution and therefore We suggest department to ask for features like solution scalability, number of implementation in the country and availability of SI/ partner within the country to ensure successful implementation as well as availability of resources with them rather than asking for to leverage existing product skills in the organization therefore, request to remove this clause		As per RFP.
11	Point 101	80		Requesting department to provide more insight with use case about this requirements.		As per RFP
12	Point 1d	7		Can you please provide how many users will require access for the business intelligence?		100 users.
13	Point 113	Page81		Request department to relax this point as follows The OEM vendor who are meeting all the functional requirement and meeting 2 or more standards should be ok.		The original requirement to be retained.
14	Point 4.1	Page9		Can you please clarify whether all the Supervisory Self Service users-2000 Managers require the access for Learning Management?		Yes
15	Point 15	Page84		Can you please let us know, how many employees will be recruited using this Recruitment solution in a year?		Bidder may assume not to exceed 5-10% of total strength for all purpose.

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1	1. General Scope	7	• General Scope	NDMC is requested to clarify whether NDMC already have it's own Data Centre or set up of Data Centre also falls under scope of work.	NDMC will discuss and finalize the same with the successful bidder.
2	1.General Scope Go live and Roll Out	7	• b) Roll out of the System to the multiple locations of NDMC.	NDMC is requested to clarify the total number of locations where proposed module shall be implemented.Request to also clarify the number of users expected to use the ISHRM	Please refer to the Location details in Appendices.
3	6. Technical Requirements: 6.1 Technical Services: The Supplier shall be required to do the following:	11	• Initial software installation to support design, configuration and testing;	NDMC is requested to specify the hardware requirements (if any) expected from the bidder.	As per RFP
4	6. Technical Requirements: 6.2 Migration from the Legacy System:	11	• c) Guidance for creating data extraction programs in the legacy systems to convert into the format as required by proposed ISHRM module.	NDMC is requested to specify the format in which data extraction is proposed.	
5	6. Technical Requirements: 6.6.2 The customization scope that is covered as part of the overall scope of work defined as follows:	13	• b) Enhancement Development Scope	NDMC is requested to clarify the enhancement scope so that in can also be incorporated in the proposed solution.	Will be finalized during implementation.
6	INSTRUCTIONS TO BIDDERS C. Preparation of Bid	19	•11.3. Project Methodology shall consist of methods, implementation approach including the roll out strategy, monitoring mechanisms and quality frameworks that the bidder will use to ensure successful implementation and integration of the Proposed ISHRM with other systems for the NDMC.	NDMC is requested to clarify the word "other systems" along with details of existing system so that integration of the proposed module can be planned accordingly.	Will be finalized during implementation. As per NDMC Requirements
7	FORM # 6 Details of the Personnel to Be Deployed	44	(The personnel proposed to be deployed shall be professionally qualified from reputed universities/institutions having adequate experience in implementing based ISHRM preferably in chemical and fertilizer industry.)	NDMC is requested to clarify the requirements of preference to chemical & fertilizer industry for proposed personnel.	The requirement is to have experince in Govt/PSU (Along with govt, PSUs which may cover any industry, say Finacial, PDS, Utilities, Chemical and fertilizer indutry also)

8	Annexure- I Qualifying Requirement (QR)	58	2.1 b) The bidders should have quality certificates like ISO 9001:2008 and SEI CMM/CMMi Level 5 or its higher version certification. In case the certificate for SEI CMM/CMMi Level 5 or it's higher version expired, then the assessment certificate for further regularization or up gradation of SEI CMM/CMMi Level 5 or it's higher version from Auditing Agency need to be submitted.	The requirement of ISO 9001:2008 already fulfilling the requirements of quality standards so additional requirement of SEI CMM/CMMi Level 5 should be relaxed. Request to relax the requirement for SEI CMM / CMMi to Level 3 or above.	As per RFQ. NDMC is looking forward to work with reputed and qualified bidders.
9	Annexure- II Evaluation Criteria	63	Product OEM & Implementation Partner Evaluation Matrix 6.Quality of Manpower	NDMC is requested to give more weightage to this section & to increase the maximum score from 5 to 10	As per RFP
10	Annexure- II Evaluation Criteria	63	IT Project Implementation Experience with NDMC	This clause is restrictive to larger participation. NDMC is requested to relook at this section from as the proposed solution & the experience of the bidder can be matched with the NDMC requirements without having any prior experience of working with NDMC as well. This clause should be neutral to all prospective bidders.	As per RFP
11	Annexure- I Qualifying Requirement (QR)	58	The Bidder can be an individual company or firm or consortium (Allowed with one company only). The Bidder (In case of consortium , all members) should be a company registered under Indian Companies Act, 1956 or a partnership firm registered under Indian Partnership Act, 1932 or a proprietorship firm registered under shop act and VAT registration .	This clause is restrictive for larger participation in bid. EY LLP has vast experience in implementing HRMS solution for multiple client with Govt / Non Govt agencies. Request to include LLP (Limited Liability Partnership) firms as well. EY is a registered LLP under the LLP act under MCA.	Original clasuse to be reatined.
12	Annexure- I Qualifying Requirement (QR)		2.1 .c The bidder(s) must be an authorized partner of the OEM.MAF from OEM needs to be furnished.	Please clarify whether this would be required for only the Prime bidder or for all the bidder / partners of consortium.	For any of the partners of the Consortium.

13			The bidder has to bring the necessary hardware server for development environment and provision for all necessary software components as required for the same. The warranty of the hardware for three years shall be provided along with the Development Server from the date of supply as part of the offer	Please clarify whether the development hardware & warranty needs to be factored in the cost? - Is this for usage or for sell?	Yes, to be factored.
14	Annexure- I Qualifying Requirement (QR)	58	2.1(b) the bidders should have implemented at least one Project in Govt/Public Sector/Scheduled Financial Institutions /Bank which is operational as on the date of submission of bid	Request to please relax the criteria of having implemented the proposed product in Govt/ Public/ Sector / Scheduled Financial institutions / Bank which is operational as on date of submission of bid. The experience of implementing similar / equivalent HRMS system should be good enough to meet the requirement of NDMC. Experience of implementing the Proposed product and that too in Govt is a restrictive clause and does not allow larger participation.	Please refer to the RFP uploaded as per the details provided in Addendum.
15	Annexure- I Qualifying Requirement (QR)	58	2.1 The bidder should have implemented/implementing at least three (3) Projects for the offered product in last five years from the date of submission of bid. Out of these projects, at least one projects should have been implemented/under implementation in India.	Condition of Offered product is requested to be changed to similar / equivalent HRM systems as per NDMC requirement Requesting to change this clause as the HRMS solution requirement for NDMC might be similar to other organization but a specific product / solution for HRMS might not necessarily have been implemented at other organizations. We as a strong prospective bidder have vast experience of implementing HRMS, however we implement solution based on client requirement and not restrict to a particular solution. Request to please relook at this condition.However the condition for OEM product as per the condition 2.3 Annexure- I Qualifying Requirement (QR), is fine and covers the requirement for NDMC from a product capability and support perspective. In Anycase NDMC has asked for the OEM authorization and support, so restricting the bidder experience to the proposed product is not neutral to prospective bidders.	Please refer to the RFP uploaded as per the details provided in Addendum.

16	Annexure II		2.0 Experience of the offered product globally 1. Number of Implementation/Support completed/ Upgrade project/Under completion for the offered product as a Bidder 2. Number of Implementation/Support completed for the offered product as a Bidder in India	Experience of offered product is restrictive OEM product experience and strength is evaluated based on criteria 1.0 of Annexure II.	Accepted dilution to "a) the bidders should have implemented / implementing/supporting at least one Project in Govt/Public Sector / Scheduled Financial Institutions / Bank. Offered product means product(s) from the same OEM.
17	Notes	64	Global' includes India and rest of world	There are two separate criteria for Global and India Experience carrying 10 and 5 marks respectively. Please clarify if they should be mutually exclusive or an Indian project can also be evaluated as part of the Global credential Requesting to clarify this because, effectively as per the Evaluation criteria because if a project A in India is given against Global criteria will get 1 marks for the same and the same project A in India given against Indian experience will get 2.5 marks. This is contradictory.	Both are mutually exclusive criterias. However the bidder is free to exclude the India experience if they suffice the requirement.
18	Notes	64	_P' Denotes Percentile. Response of all the bidders to a particular question will be evaluated on percentile basis. The best response would score 100 marks & others, its percentage which will then be used to get the weighted average for each point . The % thus obtained would be fitted in the table below.	Please define "Best Response" to have clarity on the expectation on min Technical Score to be obtained for the same to be adjudged as best response and claim a weightage of 100.	It is explained as" if in any criteria, the best response is 10, then 10 will fetch 100 percentile and the others as per the matrix."
19	Annexure III	67	5. Assist NDMC in accepting installation of the hardware at the premises of the NDMC.	Please clarify the Role clearly here for production hardware. The bidder role would be to size the hardware only. Procurement is not the responsibility of Bidder. Acceptance of Hardware and its installation at NDMC would be restricted to only sizing compliance only for the production environment.	Procurement will be a separate exercise to be done by NDMC. Rest as per RFQ.
20	Annexure III	68	6. Install and commission the necessary software covering ISHRM Package, RDBMS and other required security software in hardware provided by NDMC	Please clarity responsibility for Any Hardware related issues on production environment and hardware provided by NDMC during Software and package Installation and commissioning by bidder.	Bidder is responsible for the same.
21	General		Data Center and DR facility	Please provide details of Data Center facility of NDMC which will be used for this project.	NDMC will discuss and finalize the same with the successful bidder.
22	Bid submission		Last Date for bid submission	Request to please extend the Last Date of Bid Submission by atleast 4 weeks.	The last date for bid submission is revised to 27th of June. Please see the addendum for all details.

Sr.No.	RFP Reference	Specification	Query/Concerns	suggestion	Response
	Page. No 9, Clause 4.1 under Software License Requirements:	Applicable standard database (RDBMS) scalable enough to cater to the above requirement. The database quoted must be in leader's quadrant from leading analyst firms like Gartner.	Listed in Challenger's Quadrant in gartner's Magic Quadrant Report for Operational Database Management Systems, October 2013, We provide a cost-effective open-source RDBMS solution against costly and proprietary RDBMSes. This will allow bidders to opt for a cost effective option for RDBMS and lower the overall Total Cost of Ownership for the project and savings on Department's funds.	We request you to allow to participate, leaders and challengers from the Gartner's magic quadrant.	Original clasuse to be retained.
2	page no75 , S.no. 31	storage management mechanism, which should enable the availability by means of creating redundancy, automatically balance the data files across the available disks, i/o balancing across the available disks for the database for performance, availability and management.	the requirements should be of proper configuration of Redundant Array Of Independent Disks and should be handled at the Storage and file system level and not from and RDBMS. The specification allows only certain proprietary RDBMS for the choice of bidder	Since the requirement hugely depends upon the underlying OS and Storage system capabilities-requesting the clause to be removed from the RDBMS and Database Specifications wherever applicable in the RFP	Original clasuse to be retained.
3	page no75 , S.no. 32	The database should support option of different partitioning schemes within the database (Range, List, Hash, Virtual< Reference &	The specification allows only certain proprietary RDBMS for the choice of bidder	Requesting the cause to be changed as: Should be modified as The database solution should have option of different partitioning schemes within the database	Original clasuse to be retained.
4	page no75 , S.no. 33	scalability and availability. The solution should provide single image database concurrently accessed by multiple database servers, without repartitioning or changes to the database objects or 3rd party	The specification is proprietary in nature and the single database provides a Single Points of Failure as well There are various mechanisms for achieving desired level of database's High-Availability and load-balancing, available.	Requesting to remove this cause from the Database and RDMS specifications wherever applicable in the RFP and let the bidder decide on optimum solution to achieve the SLSs	Original clasuse to be retained.
5	page no76 , Database S.no. 53	Should support active-active database clustering with shared disk architecture	The specification is proprietary in nature and the single database provides a Single Points of Failure as well There are various mechanisms for achieving desired level of database's High-Availability and load-balancing, available.	Requesting to remove this cause from the Database and RDMS specifications wherever applicable in the RFP and let the bidder decide on optimum solution to achieve the SLSs	Original clasuse to be retained.

6	page no76 , Database S.no. 57,	Database should have native active-active clustering with objectives of scalability and availability. The solution should provide single image database concurrently accessed by multiple database servers, without repartitioning or changes to the database objects or 3rd party transaction routing mechanisms. This clustering technology should be within the database and should be available across all platforms including windows, Unix and Linux.	The specification is proprietary in nature and the single database provides a Single Points of Failure as well There are various mechanisms for achieving desired level of database's High-Availability and load-balancing, available.	Requesting to remove this cause from the Database and RDMS specifications wherever applicable in the RFP and let the bidder decide on optimum solution to achieve the SLSs	Original clasuse to be retained.
7	page no76 , Database S.no. 58	database and should be implemented without the need of any additional hardware (server) excepting the servers employed as members of the database cluster. Together with the aforementioned clustering technology, the database should also	The specification is proprietary in nature and the single database provides a Single Points of Failure as well There are various mechanisms for achieving desired level of database's High-Availability and load-balancing, available.	Requesting to remove this cause from the Database and RDMS specifications wherever applicable in the RFP and let the bidder decide on optimum solution to achieve the SLSs	Original clasuse to be retained.
8	page no76 , Database S.no. 60	The clustering should be native to the database and should be active-active in nature that supports load balancing and horizontal scalability without any downtime	The specification is proprietary in nature and the single database provides a Single Points of Failure as well There are various mechanisms for achieving desired level of database's High-Availability and load-balancing, available.	Requesting to remove this cause from the Database and RDMS specifications wherever applicable in the RFP and let the bidder decide on optimum solution to achieve the SLSs	Original clasuse to be retained.
9	page no76 , Database S.no. 62	Multiple data partitioning schemes should be available in the database. These schemes should include partitioning by data ranges, by names (list), by hash values and by references. The partitioning should enhance the performance, manage huge volumes of data and should provide foundation for Information	The specification allows only certain proprietary RDBMS for the choice of bidder	Requesting the cause to be changed as: Should be modified as The database solution should have option of different partitioning schemes within the database (Range, List) to split large volumes of data into separate pieces or partitions, which can be managed independently.	Original clasuse to be retained.

SI NO.		Bidding Document Ref (section/page number)		Content of RFP requiring clarification	Points of Clarification	Change required	Response
1	Intergration		7	This system will integrate all the requirements of the organization,from the core human resource fuctions.to communication needs such as emails,to security needs,to collaborations needs,smart card based attenndence system(if any) to interfacing with external business partners if any.At the core of this is a software system	kindly elaborate o the level of inegration.Which modules/functions needs to be integrated.Is there a smart card based attendence system?	Please provide more details on the same	Please refer to Integration scope of RFP. There is no smart card system exists currently, but the same is envisgaed in future.
2	Intergration		7	This system will integrate all the requirements of the organization,from the core human resource fuctions.to communication needs such as emails,to security needs,to collaborations needs,smart card based attenndence system(if any) to interfacing with external business partners if any.At the core of this is a software system	Please specify whether the integration is required with portable devices as well.If yes,do you want m-payment or interactive or just notification mobile services.	Kindly specify.	Integration with portble device is out of scope for the current requirements.
3	Proposed ISHRM module implememtation scope	8		Currently,the scope of ISHRM implementation will cover all the functionalities as stated above.Apart from that the proposed solution must facilitate MIS as per the periodic requiements and on day basis.	Kindly list the types of MIS required.Also confirm if the reports required will be static or dynamic in nature?	Kindly specify.	NDMC will discuss and finalize the same with the successful bidder.
4	Integration		7	The tender is also for the supply of the necessary modules of ISHRM package and other related software(such as a database management system along with licenses thereof).	What related software is referred to here.	Kindly specify the exact requirement.	Please refer to Scope of Work.
5	4.1		8	Payroll and Employee Information System: 12000 Employees (full usage) Employee Self Service: 10000 Employees(full usage) Supervisory Self Service users: 2000 Managers(full usage) Learning Management for 10000 Employees(full usage)	Are these the total users of the system. Will the training be imparted to these users	Kindly specify the total no. of users.	Yes, they are the total number of users (12000).
6	a		11	Evaluation of the NDMC's LAN & WAN capacity, and specific recommendations concerning any needed upgrades.	Kindly specify whether LAN/WAN connectivity are required for corporate office or for all other offices in Delhi as well	Kindly specify	NDMC will discuss and finalize the same with the successful bidder.

7	Proposed ISHRM module implementation score		8	Onsite training of the proposed ISHRM module package.	What will be the no. of users to be trained onsite.	Kindly specify the no. of users to be trained	As per the training scope defined in RFP
8	Proposed ISHRM module implementation score		9	Facilitate data migration from existing system.	How much data needs to be migrated? Is all the data in digitized form.	Please specify the volume of data migration	NDMC will discuss and finalize the same with the successful bidder.
9		4.2	9	NDMC may procure additional employee licenses for the above requirements, if felt. However the successful bidder shall give an undertaking not to charge extra for increase in employee numbers accessing the solution(if any) during the first year ATS.	How much of additional licence is required.	Kindly specify the additional requirement	Additional requirements will be decided during support.
10		5.4	9	Data Archival: The system should be able to archive data based on user specified parameters (i.e data range) and restore archival data for online use as and when required.	The data is to be kept for how long	Kindly specify how much older data needs to be archived	5 years .
11		5.6	10	Dash Board Function: Data collection rules for Management Dashboard Function (Executive Information	Are there any dashboards required	Kindly specify	Yes.
12		5.1	10	Integration: The system should be fully integrated across departments, functional areas and also across geographical location of sites. It should be unified and interfaced. It should have the ability to automatically update all related modules, for any change which has occurred in one module. It should have the ability to	Kindly specify the level of integration required.	Kindly specify	NDMC will discuss and finalize the same with the successful bidder.
13		6.2	11	Migration from the Legacy System	How much of data needs to be migrated. What form in the data available in	Kindly specify.	NDMC will discuss and finalize the same with the successful bidder.
14	9.d		31	Development of Inter-operability functions applications to make Inter- operability between ISHRM and NDMC 's existing software applications such as e- financial system, Payment Gateway Module etc.	Is it that we need to have the payment gateway integration done with multiple banks?	Kindly specify.	NDMC will discuss and finalize the same with the successful bidder.

15	Annexure I	60	The bidder should have an average global Turnover of 1000 Crore in the last three years.(Total turnover as per the Profit & Loss account including interest and other income)	For work of this quantum the turnover requirement of 1000cr. Is too high, this will result in good companies having rich experience but low turnover not able to bid for this project. Also, as a normal practice, turnover is kept as 3-4 times of the project value. We request to keep turnover criteria for bidder as average turnover of 50 cr in last three years.	We request to keep turnover criteria for bidder as average turnover of Rs.75 cr in last three years.	Original clause will be retained.
16	Annexure II	63	Experience of the offered product globally	Indian HR practices and government process vary from other countries. We request emphasis should be given to the products offered in India.	We request emphasis should be given to products offered in India.	As NDMC is looking forward to work with reputed world class OEMs to ensure the availability of widely used functoionalities along with India specific requirements, hence the original calsuse will be retained.
				The offered product may differ from what we have offered to other customers since every customer has a different requirement. We request you to please give weightage to experience of similar solution / customer and not product.	We request you to please give weightage to similar solution customer and not product.	

17	Annexure II		64	IT Project Implementation Experience with NDMC	Many of the prospective bidders willing to take up this work may not have experience in working in NDMC . This will lower there marks even after having good credentials and solutions. We therefore request to please remove this cause.	We request for removal of this cause to enable level playing field for all bidders.	Original clause will be retained.
18	Contents of the Bid		22	SEI CMM Level 5 or equivalent CMMi certification	The scope of this RFP is mainly about customization of already developed proven ERP solution and therefore the real skills required for this RFP will be implementation, roll out &capacity building. Usually companies with CMMi level 3 certification have these credentials. And training. Hence it is suggested to keep CMMi level3 as the criteria. com	We request you to keep CMMI level 3.	Original clause will be retained.
19	Annexure III. 2		67	Bidder shall study the existing functionality of all the business processes.	Does study mean onsite research or secondary research? Kindly specify whether it a visit so as to bring in the learning and best practices in the project.	Kindly specify.	As required for the successful implementation of RFP Scope.
20	Annexure III. 1		67	The bidder shall study the Scope of the work, in particular the Functionality requirement, System requirements, and Technical requirements and give his observations/understanding of the work, resource commitment and likely time schedule.	Likely what can be the upper limit of the time schedule to be mentioned in the Inception Report?	Kindly specify.	Please refer to Schedule of Supply, Appendix-1
21	-		7	Configuration and implementation of the proposed ISHRM module at all locations	We request you to please provide the list of locations.	We request you to please provide the list of locations.	Please refer to the Location Details of Appendices.
22	Addition			We request for addition of this clause in PQ	Bidder's experince in implementing at least project with similar solution and modules in any ULB / Govt. Utility in India each of value Rs. 10 crores.	Please add this clause in PQ.	No addition of extra clasue.
23	Addition			We request for addition of this cause in Evaluation marking	Bidder's experience in providing post implementations support for atleast 3 years after successful Go- live in any ULB/ Govt utility.	Please add this clause in evaluation marketing.	No addition of extra clasue.

S. No.	Reference Section	Page	Clause	Query	Query Response from NDMC
1	General			Please provide concurrent number of users	No concurrency available as such, the bidders may assume a maximum of 15%
2	Section 2.1 A Prime functions	8	Facilitate data migration from existing system	Please provide data migration volume, frequency & details of the source system from data needs to be populated in the new system	NDMC will discuss and finalize the same with the successful bidder.
3	Section 4. Software License Requirements: - Point no. 4.4	9	4.3 The vendor shall provide details of number of proposed employee coverage proposed ISHRM module licenses, latest RDBMS license for Development server based on details provided in Clause 4.1.	Need clarity on this clause as do us need to provision for software licenses too or only RDBMS licenses.	Please refer the RFP. The bidders are expected to supply minimum RDBMS and necessary softawere necessary to install and work on development hardware as mentioned in RFP. Rest of the license requirements for ISHRM modules are as per RFP.
4	Section 4. Software License Requirements: - Point no. 4.4	9	The bidder has to bring the necessary hardware server for development environment and provision for all necessary software components as required for the same. The warranty of the hardware for three years shall be provided along with the Development Server from the date of supply as part of the offer.	Need to know the number of years software should be provision for since post go-live only 1 year support is required.	2 years from the date of initiation of the project.
5	Section - DISASTER RECOVERY AND BACK-UP POLICY	69	The bidder shall formulate an effective Back up strategy and Disaster Recovery Plan	What is the existing backup policy or strategy and is there any preferred medium on which backup needs to be done?	The bidders are requested to visit NDMC and discuss the same to have clarity on the same.
6	Section - DISASTER RECOVERY AND BACK-UP POLICY	69	The bidder shall formulate an effective Back up strategy and Disaster Recovery Plan	What is the desired RPO and RTO required for disaster recovery site?	NDMC will discuss and finalize the same with the successful bidder.
7	Section - DISASTER RECOVERY AND BACK-UP POLICY	69	The bidder shall formulate an effective Back up strategy and Disaster Recovery Plan	Is DR site already in place? How is the network connectivity achieved between main and DR site?	NDMC will discuss and finalize the same with the successful bidder.
8	Section Technical Solution	73	The solution should support high availability.	Can we propose solution in a virtualized environment?	NDMC will discuss and finalize the same with the successful bidder.
9	Section - General scope Integration	7	This system will integrate all the requirements of the organization, from the core human resource functions, to communication needs such as email, to security needs, to collaboration needs	What is the existing email system and authentication mechanism that needs to be integrated with proposed solution?	NDMC will discuss and finalize the same with the successful bidder.

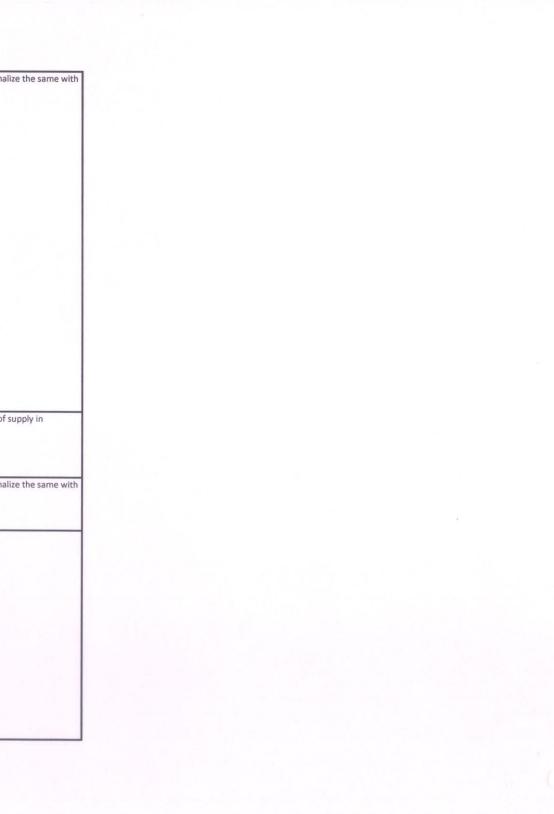|					
10	Section - System Requirements	10	Internet and Intra-net enabled	What is the existing internet and Inter_Office bandwidth	NDMC will discuss and finalize the same with the successful bidder.
11	Section - Portal Requirements	81	Support for centralized, web based user provisioning ensuring single authentication of users, roles, groups and access rights.	Please provide count for internal users and expected concurrent users	ISHRM is for 12000 and concurrency can be taken as 15%
12	Section 3. Geographical Spread:	8	The proposed ISHRM module shall cover the following geographical spread of NDMC's office locations- 1. Corporate Office at PalikaKendra, New Delhi 2. Other offices in Delhi	What is the organizational structure and no of other offices across locations?	NDMC will discuss and finalize the same with the successful bidder.
13	Section 3. Geographical Spread:	8	The proposed ISHRM module shall cover the following geographical spread of NDMC's office locations- 1. Corporate Office at PalikaKendra, New Delhi 2. Other offices in Delhi	Please Specify the locations at which rollouts are expected or planned to happen?	NDMC will discuss and finalize the same with the successful bidder.
14	Section 3. Geographical Spread:	8	The proposed ISHRM module shall cover the following geographical spread of NDMC's office locations- 1. Corporate Office at PalikaKendra, New Delhi 2. Other offices in Delhi	Is there any functionality addition expected while rolling out at multiple locations?	No functionality addition expected.
15	Section 3. Geographical Spread:	8	The proposed ISHRM module shall cover the following geographical spread of NDMC's office locations- 1. Corporate Office at PalikaKendra, New Delhi 2. Other offices in Delhi	In case rollout has to happen across units, what would be the relationship/reporting status between the main sites and roll out sites?	NDMC will discuss and finalize the same with the successful bidder.
16	General			What is the employee and staff growth seen in first 3 years (year wise).	Not more than 15%
17	Section 6.6.1	12	6.6.1 As far as possible, all the requirements mentioned in this document should be met by the core applications comprising the latest versions of the ISHRM packages, including functionalities such as business intelligence.	Please elaborate on the BI requirements.	Please refer to the functional requirements.
18	General			What are the existing systems in place and their functionality / usage?	NDMC will discuss and finalize the same with the successful bidder.
19	General			What are the applications used for Accounts/Finance, Procurement processes?	NDMC will discuss and finalize the same with the successful bidder.

20	General				Can the existing Finance system take care of Payment related processes or it is expected to provide a solution for the payment as well as outlined in the requirement section?	NDMC will discuss and finalize the same with the successful bidder.
21	Section 6.6.2			12	a) Internal and Statuary Reports - The exact number and format of the reports will be determined by the vendor during the blue print finalisation. However, in order to help the vendor estimate the effort required, a total of 100 reports may be taken as the basis of quotation/tender. If after the blue print the number of reports exceeds this number, then extra payment may be made based on mutual agreement. Statutory reports include those dictated by the Companies Act, by the Income Tax Act, by the Ministry of Labour's requirements, and by the Parliament/State Legislature etc.	What kind of reportings proposed to be made to both internal management and external agencies?	For internal management in general. However the final decision will be taken during implementation.
22	Section 2.1 A Prime functions			8	Proposed ISHRM module implementation scope - Facilitate data migration from existing system	What are the existing systems to be retained or retired?	Existing system will be retired after the ISHRMA gets fully stabilized.
23	Section 5.10 - Integration			10	5.10 Integration: The system should be fully integrated across departments, functional areas and also across geographical location of sites. It should be unified and interfaced. It should have the ability to automatically update all related modules, for any change which has occurred in one module. It should have the ability to assign validation on specific fields based on entries in the data validation reference file. It should adapt Work Flow management techniques.	Which kind of third parties integrations are envisaged?	The bidders are requested to visit NDMC and discuss the same to have clarity on the same.

24	General			Does NDMC hires deputed employees or depute employees elsewhere in different organizations?	NDMC will discuss and finalize the same with the successful bidder.
25	Section 6. Technical Requirements:	11	Section 6.1 - Technical Services - Point no. a) - Evaluation of the NDMC's LAN & WAN capacity, and specific recommendations concerning any needed upgrades;	Please specify the existing NDMC LAN WAN Capacity.	NDMC will discuss and finalize the same with the successful bidder.
26	Section 1 - General scope	7	The main system and database will be residing in the Data Centre controlled by NDMC	Does NDMC want to host the servers in house data centre or outside like NIC DC etc.?	NDMC will discuss and finalize the same with the successful bidder.
27	General			How the Human Resource data is captured and managed at present?	NDMC will discuss and finalize the same with the successful bidder.
28	Section 6.2	11	Migration from legacy systems	Will there be any need to migrate historical data or migrate only currently active employees/staff?	Yes, historical data may be nneded to migrated, the period may be taken for 5 years. However the decision will be taken during implementation.
29	Section 6.2	11	Migration from legacy systems	If historical conversion is required, how much of historical data migration has to take place and what they all would be?	NDMC will discuss and finalize the same with the successful bidder.
30	Section Portal Requirement	81	Point no. 116 - System should be able to easily clip information from existing web pages using web clipping portlets.	Is the proposed system planned to be integrated with NDMC portal (internal and external)?	NDMC will discuss and finalize the same with the successful bidder.
31	Section 5.5. - Open Architecture	9	The system should be open to allow interoperability with general-purpose software and have the facility to export/import data files from other applications. The system should be compatible to major operating systems (UNIX/LINUX/Windows/SUN-ORACLE SOLARIS) and hardware platform (SUN/IBM/HP Servers).	Please specify the exact requirements of Development of Inter-operability functions applications to make Inter-operability between ISHRM and NDMC's existing software applications such as e-financial system, Payment Gateway Module etc.	NDMC will discuss and finalize the same with the successful bidder.
32	Annexure III - Schedule of Supply	68	Bespoke development	Please specify Bespoke requirements in general.	To be decided during implementation.
33	Annexure III - Schedule of Supply	68	Auditing & Quality Control	Please specify Auditing and quality control requirements.	To be decided during implementation.
34	Annexure III - Schedule of Supply	69	Disaster Recovery & Back-up policy	Please specify the clear DR Requirements	To be decided during implementation.
35	Section - Technical Solution	74	Point no 21 - The solution should ensure data security and data integrity. Should support Role Based Access Control (RBAC) standards.	Please specify any out of box data security and data integrity requirements	NDMC will discuss and finalize the same with the successful bidder.
36	Section - 2.1 A Prime functions	8	Roster Management for enforcing Cast/Gender or condition based reservation in selection and promotion	Please specify specific roster requirements.	NDMC will discuss and finalize the same with the successful bidder.

37	Section 9 - Training	13	9.1 The bidder shall conduct a training need assessment of NDMC's ISHRM System core team members as well as end-users as a component of the process improvement and change management process. Training needs should be continuously refined and frequently reconfirmed with the end-user community & the core team as the project progresses.	Which all locations the training will be conducted? What is the likely strength of many master trainers and end-users? Is NDMC open for on-line training for the end user mass?	NDMC will discuss and finalize the same with the successful bidder.
38	Section Personnel Management & Payroll - Recruitment	84	Point no 22 - "System should provide format for capturing learning after the process of recruitment completed "	Please elaborate on this requirement	This will be decided during finalization of system requirements.
39	Section Personnel Management & Payroll - Organization Management and Manpower Planning	83	Point no 4 - System should provide for Cost Planning for various zones/wards, branches, regions, zones	Please elaborate on this requirement	This is not required for the current scope.
40	Section Personnel Management & Payroll - Recruitment	84	Point no 11 - System should generate vacancy list sorted by cadre, ex - cadre & dying post and appropriate recruitment mode	Please elaborate on this requirement	This will be decided during finalization of system requirements.
41	Section Personnel Management & Payroll - Recruitment	84	Point no 22 - System should provide format for capturing learning after the process of recruitment completed	Please elaborate on this requirement	This will be decided during finalization of system requirements.
42	Section Personnel Management & Payroll - Employee Self Service	85	Point no 51 - System shall have an option for employee to update its payment details	Please elaborate on this requirement	This will be decided during finalization of system requirements.
43	H2.0 Technical Experience	58	a) the bidders should have implemented at least one Project in Govt/Public Sector/Scheduled Financial Institutions /Bank which is operational as on the date of submission of bid.	Requesting dilution - a) the bidders should have implemented / implementing at least one Project in Govt/Public Sector / Scheduled Financial Institutions / Bank.	Accepted dilution to "a) the bidders should have implemented / implementing/supporting at least one Project in Govt/Public Sector / Scheduled Financial Institutions / Bank.
44	Annexure II - Technical Evaluation Criteria - For Bidder	63	Point no 1 - Experience of the offered product globally	Requesting to reduce number of projects to 5 with each carrying score of 2	Original clause to be retained.
45	Annexure II - Technical Evaluation Criteria - For Bidder	63	Point no 1 - Experience of the offered product globally	Requirement dilution - Number of Implementation/Support completed/ Upgrade project/Under completion for the offered technology / product as a Bidder	Please refer to the RFP uploaded as per the details provided in Addendum.

46	Annexure II - Technical Evaluation Criteria - For Bidder	64	Point no 6 - Quality of manpower - No. of functional Consultants having at least one project implementation experience of the offered product in Govt/Public sector for the proposed project team	Requesting dilution - No. of functional Consultants having at least one project implementation experience of the offered product in Govt/Public sector/Private for the proposed project team	Original clasue to be retained.
47	Annexure II - Technical Evaluation Criteria - For Bidder	64	Point no. 7 - IT Project Implementation Experience with NDMC	Requesting you to remove this clause	Original clasue to be retained.
48	Section 4. Software License Requirements:	9	4.2 NDMC may procure additional employee licenses for the above requirements, if felt. However the successful bidder shall give an undertaking not to charge extra for increase in employee numbers accessing the solution (if any) during the first year ATS.	Please specify the likely year-on-year growth in number of employees as this is essential in sizing HW-SW BOM	NDMC will discuss and finalize the same with the successful bidder.
49	Section 5. System Requirements:	9	5.4 Data Archival: The system should be able to archive data based on user specified parameters (i.e. data range) and restore archival data for on-line use as and when required	Please specify the expected data archival mechanism. Is NDMC expecting data to be archived in tape or on hard disk. What is the likely frequency & volume of data archival?	NDMC will discuss and finalize the same with the successful bidder.
50	Section 5. System Requirements:	9	5.5 Open Architecture: The system should be open to allow interoperability with general-purpose software and have the facility to export/import data files from other applications.	Can you please let us know the number of applications & their current environment from where data import/export needs to be done? Also need to know the number of years for which data has to be migrated?	NDMC will discuss and finalize the same with the successful bidder.

51	Section 6. Technical Requirements:	11	a) Based upon the business requirements, technical requirements, business continuity requirements, volume metrics, growth metrics, and the NDMC preferred hardware platform to be available for hosting of application(s), for development/implementation of proposed ISHRM module, the bidder should provide a recommended hardware sizing and architecture, software & other related items, that considers: § Initial hardware for configuration, design and development; § Hardware for testing in a production equivalent environment; § Complete hardware sizing and architecture to address environment for release updates, training, development, test, and production with the test and production environments being equivalent or practically equivalent for testing purposes; and § Security administration.	Please clarify whether bidder has to provide development environment or has to recommend HW sizing & BOM for all the environments only as on page 9 section 4.4 it is mentioned that bidder has to bring development environment with 3 years warranty & provision software too for the same. Need to know NDMC's preferred hardware platform	NDMC will discuss and finalize the same with the successful bidder.
52	Section 6. Technical Requirements:	11	b) The Supplier will assist the NDMC's team to perform all authorization-related activities (activity group, authorizations, profiles, etc) till the stabilization in the roll out sites.	What is the expected stabilization period after roll-out?	Please refer to schedule of supply in Addendum.
53	Section 6. Technical Requirements:	11	c) Assist NDMC in managing the legacy data interfaces, print spools, batch Jobs, printer configuration etc.	Please elaborate this requirement as need to know clear expectation from bidder in order to calculate the required effort	NDMC will discuss and finalize the same with the successful bidder.
54	Section 6. Technical Requirements:	12	6.5.2 The ATS contract should cover the services which the ISHRM product vendor provides normally under Technical support and shall include minimally the following support for proposed ISHRM module, RDBMS and all other standard software wherever applicable. The supplier shall also quote ATS Charges for the subsequent period of one years (which is extendable at the discretion of NDMC).The ATS charges for the years following one year shall not be considered towards financial evaluation.	For how many subsequent years ATS charges have to be quoted for?	As per RFP.

Sl.No	Clause No	Page No.	Clause Description	Query	Suggested Clause	Response
1.	6.3	12	All open transactions and all transactions from the start of financial year of Go-Live as applicable for ISHRM requirements	How many years of data to be migrated to new application.	5 years	5 years
2.	19	68	The bidder shall identify integration issues and touch points for ensuring seamless integration of existing legacy systems and other software's with ISHRM software proposed to be deployed. Bidder shall provide the necessary interfaces for such integration.	Will you continue to maintain legacy applications after new HR application is live? If yes, what are the modules which will be retained in the legacy application?		Legacy systems are not pertaining to the ISHRM requirements and are envisaged to complement

3.	6.1	11	Technical assistance for the sizing and procurement of infrastructure hardware and systems software;	Expectation is to procure, implement and maintain Hardware, Software and implementation?		
4.	3	8	Geographical Region	Implementation will be at Corporate HQ, New Delhi. Please list down other office locations within Delhi	Yes	Yes
5.	2	8	In Scope	How many employees are required to be trained? Can we do the training in "Train the Trainer mode"?		Please refer to the training scope as per RFP
6.	3	8	Geography	Please clear NDMC expectation on "NDMC other offices", Hexaware assistance after go live- Hope not expectation go to every location and assisting them.	List down various offices in Delhi	As required for the successful implementation of the RFP Scope
7.	9	31	Software Services	Please confirm whether "Trial Basis /Trial Run" are same as UAT Phase?	Yes	Trial runs are part of UAT.
8.	9	32	Software Services	Please Elaborate on "Inter-Operability Manual"?	Standard training documents	It is to be understood as standard training document
9.	159	90	Requirement Description	What are the different types of loans available and how are they deducted from employees.	Different Loan options and the period and mode of repayment.	NDMC will discuss and finalize the same with the successful bidder.
10.	181	90	Requirement Description	What are all the various actions (Reasons) used to stop salary for employees.	what are the different reasons and actions to stop salary for employees	NDMC will discuss and finalize the same with the successful bidder.
11.	179	90	Requirement Description	How are payroll journal created presently.	Based on what journals are created. When and how It is done presently. How are the cost	NDMC will discuss and finalize the same with the successful bidder.
12.	10	32	Technical Support	Is the application support for one year is part of scope?	No, Please confirm	Application support is not part of current scope
13.	19	68	Integration	We assume extraction from legacy system will be done by NDMC. Please confirm?	Yes	Yes, extraction and cleansing of data is in the scope of NDMC.
14.	21	68	Testing	Is there any testing tools currently used by NDMC?		NDMC will discuss and finalize the same with the successful bidder.

				General		
15.				Is English the system and documentation language including reports? Is there any other language that needs to be implemented?	Yes	English is the language for reporting purposes.
16.				Can the implementation be done in an onsite and offshore	Yes	The implementation has to be done onsite.
17.				Do all these locations have different systems or is there a single HR and payroll system		Single HR and Payroll system is envisaged in ISHRM
18.				How many locations are required to be rolled out?	1 only	NDMC will discuss and finalize the same with the successful bidder.
19.				How are employees grouped presently for payroll processing?	Based on what employees are grouped for payroll processing. Is the salary structure defined based on grades or any other?	NDMC will discuss and finalize the same with the successful bidder.
20.				What is the maximum period for retro processing?	What is the maximum period for which salary is calculated for previous months? I.e. whenever	NDMC will discuss and finalize the same with the successful bidder.
21.				Apart from form 16 & Form 24 what are the other mandatory reports used for payroll.	Is form 16 issued to employee thru any report or how is it generated. How Form24 data is processed.	NDMC will discuss and finalize the same with the successful bidder.
22.				What is the procedure followed for F&F Settlement. Also what is the pay cycle followed	What is the standard procedure followed to process F&F settlement. When are employees paid their F&F.	NDMC will discuss and finalize the same with the successful bidder.
23.				When and how are the salary credited to employees at	Is it Thru DD or cheque or EFT?	Through EFT.
24.				What is the pay period and pay cycle currently followed?	Is it monthly pay cycle or bimonthly etc.	Monthly will be followed.
25.				Apart from standard deductions like PF, PT, TDS what are the other deduction elements.	deduction elements like Loan etc.	NDMC will discuss and finalize the same with the successful bidder.
26.				How are the attendances data captured currently and fed to legacy system for payroll calculation?	E.g. Time capturing devices.	NDMC will discuss and finalize the same with the successful bidder.
27.				How many designations and grades are there and what are they.	Various Designation and grades in NDMC	NDMC will discuss and finalize the same with the successful bidder.
28.				How many cost centers are there? Also what are all the locations in NDMC?	What is the entire different Cost centre? Example Department etc.	NDMC will discuss and finalize the same with the successful bidder.
29.				Based on what, Salary is defined currently. What are the various wages types?	What are the different wage types in NDMC?	NDMC will discuss and finalize the same with the successful bidder.
30.				What is the total population of employees paid in NDMC?	Total count of employees who should be paid salary through new ERP application.	NDMC will discuss and finalize the same with the successful bidder.

31.				Can you please share your planning updates or Expectation?		NDMC will discuss and finalize the same with the successful bidder.
32.				Please list down the 3rd party applications currently being used		NDMC will discuss and finalize the same with the successful bidder.
33.				Any 3rd party integration is required	HR to Finance application	NDMC will discuss and finalize the same with the successful bidder.
34.				We are suggesting onsite-remote model as part of the implementation. Hope this model is accepted.	Yes	No
35.				Please share NDMC Holiday Calendar.		NDMC will discuss and finalize the same with the successful bidder.
36.				Please confirm, if NDMC have any Payroll data outbound requirement also?		NDMC will discuss and finalize the same with the successful bidder.
37.				What should be the Maximum level of Workflow approval?	2 Levels	NDMC will discuss and finalize the same with the successful bidder.

38.				What are all the different wage classes and scales?	Based on what different wage classes and scales are defined and what are they.	NDMC will discuss and finalize the same with the successful bidder.
39.	2.1	58	The bidder should have implemented/implementing at least three (3) Projects for the offered product in last five years from the date of submission of bid. Out of these projects, at least one projects should have been implemented/under implementation in India.		We would request that this clause should include projects implemented/under implementation /under support	Accepted dilution to "a) the bidders should have implemented / implementing/supporting at least one Project in Govt/Public Sector / Scheduled Financial Institutions / Bank.
40.	2.1 a	58	The bidders should have implemented at least one Project in Govt/Public Sector/Scheduled Financial Institutions /Bank which is operational as on the date of submission of bid.		We would request that this clause should include projects implemented/under implementation /under support	Please refer to the RFP uploaded as per the details provided in Addendum.