

**ADDENDUM ANNEX 10: Responses to Queries raised during Pre-Bid Meeting held on 27<sup>th</sup> January 2026**

S/No	QUERIES	KRA RESPONSE
1	Must supplier registration be complete in order to submit clarifications, or is email to eprocurement@kra.go.ke sufficient?	<b>No</b> , Supplier Registration is a requirement to allow a bidder to log in to the KRA supplier portal and submit a bid. For clarifications, an email to <b>eprocurement@kra.go.ke</b> is sufficient.
2.	On the KRA website where the tender and ToRs are published, the item "Enhanced Non-Intrusive Inspection" is categorized under LOT 1-Category 1, but in the main RFP document, its shown under LOT 2 - which LOT is it? Please clarify? Since the RFP allows for only 1 LOT per bidder.	The item " <b>Enhanced Non-Intrusive Inspection (NII)</b> " is categorized under LOT 1-Category 1. The RFP document has been The scope is limited to process optimization aimed at improving operational efficiency and user experience. This has been amended accordingly.
3.	Kindly Clarify for Lot 1 if the bid Security of 50M is for the whole lot or it is per each of the subcategory?? Can a bidder choose to work on 1 item on a category i.e. Lot 1, Category 3, No V Kindly clarify if submission is physical or online?	The bid security of 50M is for the whole LOT (LOT 1)
4.	<b>Kindly Confirm:</b> 1. If an organization chooses to participate in LOT 1 for example, that organization cannot participate in the other two LOTS (2 and 3) 2. The winning bidder will be required to finance 100% of the LOT amount (CAPEX and OPEX) including tender security and then recover their costs including reasonable profit over a period of 10 Years (contract duration).	1. Bidders are allowed to bid for both LOT 1&2 or each of the two LOTS. Bidders participating in either or both LOT 1 and LOT 2 are not eligible to participate in LOT 3. 2. Yes. The winning bidder will be required to finance 100% of the LOT amount (CAPEX and OPEX) including tender security and then recover their costs including reasonable profit over a period of 10 Years (contract duration). However, the tender security will be returned upon signing of the contract with the successful bidder.
	3. Bidding is per LOT. LOT 1 has 14 different solutions and 28 different billable items. If a bidder is disqualified in any of these solutions (14 in total), is the bidder then disqualified in that lot altogether? 4. LOT 1 is a compounding and has multiple dependencies.	3. A successful bidder under LOT 1 must meet all the qualification requirements under all the categories therein. ANY bidder who will be disqualified in ANY of the categories will be deemed <b>NON-RESPONSIVE</b>
	a). Is there a roadmap for solution deployment? For example, DC upgrade should come first then infrastructure deployment then finally applications? b). Is there existing architecture diagrams and/or information available for existing Infrastructure, Applications, Systems and support anniversaries especially for the sections that are concerned with Upgrade and renewal of existing licenses?	The roadmap and final sequencing will be agreed upon during the contract negotiation stage based on the work plans of the different items/TORs in a LOT. Yes, and this information will be provided to the successful bidder and not at the tendering stage
5.	1. Lot 2: UAV and Boats are two extremely different products that one supplier will not provide. Is it possible to bid for one not the other? 2. Lot 2: This lot is the delivery of physical products, not long term services. The payment of this lot can be a short reasonable time after the delivery of the products (30 days) as there will be no further milestones or deliverables.	LOT 2 remains as per the tender requirements. As provided in the tender document, the payment timelines will be negotiated with the successful bidder before contract
6.	LOT1. Could you please confirm whether it is acceptable to submit a tender for only one category under LOT 1, instead of submitting for all categories included in LOT 1?	Bidders must submit responses for all requirements under all the categories in LOT1. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
7.	Could you please confirm whether partners are allowed to choose and submit tenders for only the relevant category/categories within each lot, rather than being required to submit for all categories in a lot?	<b>NO</b> . Bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
8.	Could you please confirm whether partners are allowed to choose a single category and submit a tender specific to that category only? RP	<b>NO</b> , bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
9.	Could you confirm if bidder can bid for few components eg, in the lot-1 there are multiple categories. and in each category there are multiple sub-domain. E.g. lot-1 category 2 information security system has 14 security domain. can bidder only bid for 3 security domain within lot-1 category 2?	<b>NO</b> , bidders must submit responses for all requirements under all the categories/items/Sub-domain in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
10.	Kindly clarify whether bid security is required per LOT or per category in cases where a bidder participates in one category covering multiple sub-domains under different LOTS.	The bid security is for the <b>whole LOT</b> and <b>NOT per category/Item</b>
11.	In the interest of time, which email address or channel should be used to submit clarification questions? Additionally, would it be possible to extend the proposal submission deadline to at least the end of February?	As provided under ITC 13.1 The E-mail is: eprocurement@kra.go.ke The tender closing date has been extended
12.	Can bidders submit proposals for selected items under a given category within a LOT, rather than for all items in all categories within the LOT?	<b>NO</b> . Bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
13.	If the submission is online via e-Procurement portal, how then should we submit a Bid Security in hard Copy?	Bidders are allowed to submit both hard copy or digital security, such as a QR code or an online verification portal.(see page 32 ( item 9) The Tender Security should be submitted in the ERP SRM portal under notes and attachments.
14.	- A.) Which consulting firm did KRA engage to support the development of this RFP?	The development of the RFP was by KRA.
15.	- B.) For the ERP procurement module, how will integration with eGP be handled? Will ERP cover tender publication to EGP, supplier data exchange, annual procurement planning update to EGP, contract management, award processing, invoicing and payment?	The system should integrate with external systems (which include EGP) and internal systems. Tender publication, supplier data exchange, annual procurement planning, contract management and award processing have been covered in the TOR for ERP page 27 under Supply Chain Management item (ii) eProcurement and Sourcing. Automated invoice processing with three-way matching (PO, receipt, invoice) as indicated in the TOR for ERP page 19 under Financial Management item (iii).
16.	Can you share with us email to send clarification questions related to function requirements?	As provided under ITC 13.1 The E-mail is: eprocurement@kra.go.ke
17.	Is there a defined integration architecture or integration layer for the CRM and ERP items, and what are the expected transaction volumes? Please confirm the number of ERP users per functional area, including HCM, SCM, and Finance.	a) There is a defined integration architectures for the 2 systems. The integration points will be established during the inception engagements. b) The following are the yearly averages for the modules in our current ERP expected transactions
18.	There are multiple category in each lot. Is it allowed to participate specific category/categories of related lot?	<b>NO</b> . Bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
19.	Lot 1 has potentially over 20 independent vendors/partners. How is it even feasible that you can get a JV or consortium of such high number. And how practical can you even manage such number of partners?	The tender requirement REMAINS.
20.	As there are multiple sub-lots& categories in LOT 1, does each require its own dedicated TECH 4, 5 & 6A form?	Bidders to note that they must fill standard forms (Form Tech 2,3,4,5,6 A &6B listed under page 45 in the RFP document) for each item in a LOT.
21.	For ERP - Human Resource Management, 1. For time and labour do they currently use biometrics for tracking work shifts 2. Does KRA intend to use its National Identity Management System (NIIMS) to validate applications and prospective applicants? 3. On integration requirements with SAP, what functionality does SAP handle for KRA in-house today. 4. Employee Count. >500 ok, < than 500, are they okay subscribing to 500? 5. Is KRA open to leveraging Artificial intelligence within the scope of its HR domains?	1. Currently we do not track workshifts using biometrics. 2. The recruitment module to include this functionality and scalable. 3. SAP provides a number of functionalities e.g. authenticating users, determination of whether staff are on leave or not etc. 4. For the purposes of this procurement KRA staff are between 10000 and 14500 5. Yes, KRA are open to using Artificial Intelligence within the HR domain.
22.	In relation to SPPP, will each successful bidder be required to fund the category for which they technically qualify under SPPP?	The award is on LOT basis and NOT category. Each successful bidder will be required to fund the LOT which they qualify
23.	In the solutions requested are you looking at replacing the current solutions over time or integrating to them and phasing them out over time.	The proposed solutions are intended to replace existing systems, with bidders required to support a phased transition, including interim integration where necessary, to ensure continuity as outlined in the requirements for the different solutions.

24	Based on the understanding of the RFP, I would like to request the extension of the submission date to allow realignment and maybe time for partnerships to best respond to the bid. 3 weeks would be a tight timeline. Kindly consider. Thank you.	The tender closing date has been extended
24	Can we get an extension for the submission of the tender?	The tender closing date has been extended
25	For a consortium/JV, which requirements are assessed per member vs collectively (technical, financial, legal, admin)?	Please refer to the evaluation criteria provided in the tender document. The requirements whose evaluation shall be per member and /or collectively have been specified.
26	Where do we access the bid documents?	<b>Please check the KRA website</b> <a href="https://www.kra.go.ke/component/kra_tenders/tender/642">https://www.kra.go.ke/component/kra_tenders/tender/642</a>
27	In ITC 11.9 please clarify if it means that there cannot be a Sub Bidder, subcontractor or Key Expert in more than one Lot.	The requirement has been deleted and the tender document updated. Refer to SECTION 2 (B) TENDER DATA SHEET-ITC 11.2 as amended in this addendum
28	ERP - Project Management: could you provide more details on the nature of project managed by the organization as they would be needing Project Management Solution to enable best fit solution. Thanks	The project management module must support complex, multi-phase projects and donor-funded grants.
29	Do you have a preferred Template for the Confidential Business Questionnaire to be signed? This is not included in the RFP documents/forms.	<b>Yes.</b> Attached here to as ANNEX
30	Please clarify about local presence of the lead company in the consortium.	The successful lead company will be expected to have an operational office in Kenya
31	For OEM/manufacturer authorization letters: who should the letter be addressed to (KRA vs Prime/JV), and who should upload it? If subcontractors will supply software licenses, is OEM/publisher authorization / right-to-resell evidence required at bid stage? For non-Kenyan subcontractors: is any local registration required at bid stage, or only for the prime bidder? If a subcontractor must be replaced after submission, is it allowed without disqualification, and what documents are required (and by when)?	The OEM/Manufacturer Authorization letter should be addressed to KRA The bidder to attach the OEM/Manufacturer Authorization letter as part of their bid response If subcontractors will supply software licenses, OEM/publisher authorization / right-to-resell evidence required at bid stage? -YES, as long as the subcontractor has been nominated by the bidder in the proposal. For non-Kenyan subcontractors: local registration at bid stage, is only required for the prime bidder. If a subcontractor must be replaced after submission, Replacement may be allowed with prior approval from KRA.
32	How can we get the response of the questions? through emails? 2. The registration is required for all JV members or just the JV leader?	Bidders are required to check the KRA website where additional information or addendum will be published
33	Do you require proof of Prime-subcontractor relationship (MoU/draft subcontract), or only a role/scope letter?	<b>Yes.</b> Refer to the Mandatory requirements updated under this addendum
34	Key experts on-site requirement: Is this requirement full-time? If not, what is the minimum time 'on-site' required?	The contractor must ensure continuous availability of all aforementioned experts based on the project milestones. Bidders are required to submit a proposed workplan that aligns expert timelines with specific project milestones.
35	Can a Subcontractor be in several Bidders?	<b>YES</b>
36	In regards to the scanners lot FOR ENHANCED NON-INTRUSIVE INSPECTION (NII) SOLUTION FOR LAND BORDERS, it is clear that you would like the bidder to integrate with KRA iScan, and you require the bidder to provide command centers and image review workstations. At present, it is unclear whether image review and analysis are expected to be performed within the existing KRA iScan system or whether the vendor is required to supply an independent software platform capable of supporting centralized, remote image analysis.	Image review and analysis are expected to be performed within the existing KRA iScan ecosystem
37	LOT 1 category 1; Design, Supply, Implementation, Commissioning, Maintenance and Support for Enterprise Document Management System Documentation is missing on the website.	This was published on the KRA Website
38	Contact number please.	<b>Email: <a href="mailto:eprocurement@kra.go.ke">eprocurement@kra.go.ke</a></b>
39	The LOT1 requirements & scope are extensive and are beyond the remit of any single organisation. Contractual arrangements for any JV where considerable CAPEX is required and providing a comprehensive response within the time-frame available would be extremely difficult to accomplish, therefore: Can the LOT1 sub-lots / categories be considered individually? One attendee has already raised a question in relation to an extension to end of February, will KRA consider a significant extension to the submission deadline into March?	<b>NO.</b> Bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
40	LOT 3, it is 10 Years engagement (as per the main tender document) or 3 years (as indicated in the TOR)?	The contract period is estimated at 10 years
41	Bidding for the whole of LOT 1, for all categories and all modules in the category requires various companies and expertise. Even with a JV/Consortium it's impractical to have the requirements submitted within two weeks. i.e. by the 17th of February 2026. Will KRA allow bidders about 3 months to seek relevant partnerships and financing models?	The tender closing/opening has been extended
42	Considering the technology is evolving and new ones come in every time. can you consider a technology company with lower than 5 Years accounts or experience be part of the JV. e.g StarLink solution.	The requirement on experience remains as per the criteria in the tender document
43	Kindly confirm if technology provider in LOT 1 can integrate with third party platforms as part of their technical proposal. Also can global software reseller partners allowed to participate in the tender as part of a consortium?	<b>YES.</b> If incorporated as JV Partners or subcontractors. The terms and conditions for either of the engagement applies as provided in the Tender Document
44	Will the clarifications being shared here be documented and published as an addendum to the Tenders website link?	<b>YES,</b> Bidders are encouraged to keep checking KRA website for any additional information/addendum related to this tender.
45	Hello, how will bidders register to participate	Prospective bidders should register for E-Procurement to enable them access the KRA portal under "New Supplier Registration" found under the Tender Tab. Search KRA supplier registration. A supplier registration manual is also provided to guide bidders on the process.
46	KRA should consider and allow for consortium members to be evaluated jointly for both technical and financial capability instead of allowing consortium qualification for technical but individual qualification for financial purposes. secondly financial capability should be allowed to provide term sheet to finance the full project CAPEX and that should be sufficient proof of financial capability if the financier also include its financial statements. /Only our Lead consortium financial weight can qualify as per the specification will be there a need for other members to send?	The financial capability will be evaluated on the lead firm. However, the evaluation under ELIGIBILITY & MANDATORY REQUIREMENTS No. 22 on page 34 of the Tender Document, Requirements applicable to Consortium/Joint Ventures for each partner will be on individual basis
47	We had initially sent a confirmation of independent participation to <a href="mailto:eprocurement@kra.go.ke">eprocurement@kra.go.ke</a> . Is it possible to amend this to participation as JV following this conference?	<b>YES.</b> Before the tender opening/closing date
48	Is it mandatory to incorporate the Consortium agreement. Also, how are you differentiating between consortium partner vs Subcon.	A Consortium/JV Agreement must be submitted as provided under page 34 of the RFP Document.
49	@All for a preparation of a proper solution, can we have ample time to bring on-board the relevant consortium members, i.e extend the tender closing date by a month and a half.	The tender closing date has been extended
50	Please share the user concurrency for accessing the enterprise application proposed to design for KRA?	Bidders are expected to provide system with high performance that accommodates concurrent number of users as per the TOR and scalable to accommodate future growth.
51	Since you can't apply as a lead contractor in the different lots. Can a subcontractor be attached to different lot as they are not the lead contractor?	<b>Yes,</b> Refer to SECTION 2 (B) TENDER DATA SHEET-ITC 11.2 as amended in this addendum
52	On clause 11.1 of the tender data sheet, it is not quite clear. Can a consortium member be in more than one consortium? What about a sub-contractor? What about an original equipment manufacturer?	Participation by a consortium member in more than one proposal is not permissible. Subcontractors may .more than one Proposal. ITC 11.1 is hereby amended accordingly. Refer to SECTION 2 (B) TENDER DATA SHEET-ITC 11.2 as amended in this addendum
53	Please share the email id to raise any query for further clarification	The email is <a href="mailto:eprocurement@kra.go.ke">eprocurement@kra.go.ke</a>
54	When is the deadline for the submission of clarification questions?	Ten (10) days to tender closing /opening date

55	Kindly clarify whether the minimum financial stability requirement of KES 5 billion turnover over the last five (5) financial years must be met solely by the Prime/Lead Bidder, or if it may be satisfied by one or more Joint Venture (JV) partners, either individually or collectively	The financial stability requirement of KES 5 billion turnover over will be evaluated on the lead firm/member. However, the evaluation under ELIGIBILITY & MANDATORY REQUIREMENTS No. 22 on page 34 of the Tender Document, Requirements applicable to Consortium/Joint Ventures for each partner will be on individual basis
56	Also kindly clarify on the requirement to register by 27th January on page 6 section 11. As we are aligning and forming partnerships, we request the date to be moved.	The registration will be the same as the tender opening date. The tender document has been amended to reflect the same.
57	I have an observation that requires your input and review. Combining a large number of diverse items into a single tender presents significant risks, primarily by limiting competition and increasing administrative complexity. by the nature of this tender, you are already limiting participation. It comes out as though there is a per-selected group of suppliers. A large, bundled tender often discourages smaller, specialized suppliers who may have the expertise to supply a few items but cannot provide the entire package. This reduces the number of bidders which in turn reduces competition and frequently leads to higher prices, as fewer bidders are competing on the package.	Bidders must submit responses for all requirements under all the categories/items in a <b>LOT</b> . Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
58	Kindly clarify whether the requirement for a firm's bank letter demonstrating creditworthiness must be submitted by the Prime/Lead Bidder only, or whether a bank letter from any Joint Venture (JV) partner is acceptable.	Letter demonstrating creditworthiness must be submitted by the Lead Bidder /member
59	For lot 1 will you be able to provide current architecture? To be able to provide comprehensive solutions ?	The successful bidder will be provided with the necessary architecture and technical information under appropriate confidentiality arrangements during the contractual and implementation phase
60	In LOT 1, each category has dependencies on other categories. Kindly clarify how project completion will be determined if the dependent category is not completed within the same timeline, and how this dependency will impact milestone acceptance and payment for the completed category.	An implementation schedule will be negotiated and agreed upon before award of the contract to the successful bidder.
61	Kindly clarify whether the Bank Guarantee to be provided by KRA after successful negotiation is required to be valid for ten (10) years per LOT, and whether a separate Bank Guarantee is required for each LOT awarded."	The successful bidder shall be required to provide performance security to be renewed per annum. The Tender document is hereby amended.
62	Also kindly clarify on the requirement to register by 27th January on page 6 section 11. As we are aligning and forming partnerships, we request the date to be moved.	The registration will be the same as the tender opening date. The tender document has been amended to reflect the same.
63	can a member of JV/partnership/consortium in one lot also be a member in another lot as long as they are not the lead bidder.	<b>Yes</b> . However, this is only applicable for LOT 1 and LOT 2 where bidders are allowed to bid for both.
64	LOT-1-CATEGORY-1---Storage-Servers-Cloud-Platform-Upgrade-and-Associated-Software-Licenses-CCC.pdf SUPPLY, DELIVERY AND INSTALLATION OF CLOUD PLATFORM UPGRADE AND ASSOCIATED LICENSES Table 6: Technical Specification for Cloud Platform Upgrade Considering that the existing VM ware licenses were supplied by the incumbent bidder, kindly clarify whether any incumbent vendor protection or preferential consideration applies in this tender, as this may have an impact on the financial bid evaluation. Additionally, please clarify whether the proposed cloud platform is intended solely for internal application on-boarding, or also for on-boarding external public-sector customers LOT-1-CATEGORY-1---Storage-Servers-Cloud-Platform-Upgrade-and-Associated-Software-Licenses-CCC.pdf SUPPLY, DELIVERY AND INSTALLATION OF CLOUD PLATFORM UPGRADE AND ASSOCIATED LICENSES	No vendor protection or preferential consideration will be given to the current vendor. VMware licenses can be supplied by any vendor. The proposed private cloud platform is intended for internal applications.
65	Is the deadline for registration still today? can it be moved please.	The registration will be the same as the tender opening date. The tender document has been amended to reflect the same.
66	Why don't you consider breaking the project down into smaller, specialized packages. This increases competition, improves quality, and reduces the risk to both the procuring entity and potential funder. Even if the model is aimed to have someone who is funding, isn't the risk of substandard way to higher than that of cost?	Bidders must submit responses for all requirements under all the categories/items in a <b>LOT</b> . Failure to submit bids in <b>ANY</b> of the categories will be deemed <b>NON-RESPONSIVE</b>
67	Can KRA confirm if the e-signatures are acceptable, except on the hard copy of the Bid Security mentioned on page 6 of RFP	<b>YES</b>
68	Evaluation Criteria, Stage 3 Oral Presentation- Is this to be done in person or online	The invitation for oral presentation to the bidders who meet minimum technical requirements will provide for the mode of presentation
<b>Queries from MICRO Technologies LTD</b>		
69	If the company leading the consortium is a major international company will the financial support documents be uploaded from the country of origin	<b>YES</b>
70	Each consortium partner will upload their documents on how will , KRA merge the Documents or has consortium portal been uploaded.	All documents to be uploaded on the E-procurement supplier portal as provided in the tender document
71	Page 35-Financial capacity: Financial evaluation shall be carried out upon opening of the financial proposals for the technically highly ranked bidder in line with QCBS method. The financial proposal is expected to cover costing for all the initiatives set out in the LOT bid in the RFP. <b>Does this mean that only the highest bidder will be evaluated?</b>	<b>The criteria has been amended as follows;</b> Financial evaluation shall be carried out upon opening of the financial proposals Only for bids which have attained the minimum technical score for all items within a LOT as per the Technical Evaluation criteria. The financial proposal is expected to cover costing for all the initiatives set out in the LOT bid in the RFP.
72	Page 77-Proposed Funding and Sustainability: The bidder should provide a detailed funding proposal detailing how they envision the full scope of the project outlined will be financed and supported throughout the period of the contract. <b>Could we please clarify what this clause means for Lot 3, and whether bidders under Lot 3 are expected to develop this framework?</b>	<b>PROPOSED FUNDING AND SUSTAINABILITY FRAMEWORK APPLICABLE TO LOT 3</b>  Recovery of the total cost shall be performance based i.e. It shall be tied to the successful implementation of deliverables provided under the TOR/Schedule of Requirements and the terms and conditions of the contract.  The bidder should provide a detailed funding proposal detailing how they envision the full scope of the project outlined will be financed and supported throughout the period of the contract. The proposal should include a detailed sustainability framework proposed to support the sustainability of the project.  1. The funding and sustainability framework should detail the operating assumptions made in the development of the framework. 2. The funding and sustainability framework will detail how you intend to fund the operational as provided in the financial proposal and recovery framework. 3. The funding and sustainability framework will provide a sensitivity analysis by considering a best case, most likely and worst-case scenarios validate the survivability of the sustainability framework even in the worst-case scenario. 4. The funding and sustainability framework will detail the project financing sources. 5. The funding and sustainability framework should detail any interventions needed from the government to support the proposed sustainability framework.

73	To ensure successful execution, the program will be guided by strong digital transformation, program management, business process re-engineering, change management and stakeholder engagement programs comprising of initiatives provided in LOT 1 and LOT 2. Could you please clarify whether the scope of work for business process re-engineering includes advisory services related to tax policy changes, or if it is limited solely to process optimization aimed at improving operational efficiency?	The scope is limited to process optimization aimed at improving operational efficiency and user experience.
74	LOT 3 (Terms of reference - Scope of consultancy services) - Page 3: Collaborate with KRA's business process re-engineering teams to analyse, review, and re-engineer SOPs during the initial phase of the digital transformation program. What's the RACI for this between the consultant and the KRA BPR team?	The consultant will take the responsibility and accountability of BPR process and consult the KRA BPR teams and process owners as and when necessary. Concurrence of all the involved teams on the process outputs and outcomes is necessary for eventual approval of the consultants' work by the KRA Management.
75	Lot 3 (Ref 5 - Expected deliverables) page 5: Digital Maturity Assessment Report - A baseline diagnostic covering systems, infrastructure, skills, cybersecurity, and digital culture across HQ and all regional offices. Provide names and locations of all regional offices. Are all technology and operations centralized or also decentralized at regional offices?	See attached list of KRA Stations and their locations (ANNEX)  KRA staff are also in Huduma Centers for inquiries, PIN registration, and return filing.  Technology Services are hosted centrally but availed to all KRA offices across the country. Last mile IT services support is decentralised at main regional offices.
76	Commercial & Operational Model applicable -31 page 34-The bidder is expected to fund the project immediately upon execution of the contract and payment of the funds by KRA will be within Ten (10) years during implementation of the contract. The total engagement period for this contract (applicable to all LOTs) is estimated to be Ten (10) years i.e. for Contract implementation, support and maintenance.	Total engagement period is Ten (10) This has been amended in the RFP document
<b>Queries from Billion Prima- LOT 1- CATEGORY 1-TERMS OF REFERENCE (TOR) FOR ENHANCED NON-INTRUSIVE INSPECTION (NII) SOLUTION FOR LAND</b>		
77	Kindly confirm unambiguously whether all NII scope, specifications, and deliverables belong exclusively to LOT2, and indicate any sections in the RFP that should be corrected.	NII scope, specifications, and deliverables belong exclusively to LOT1 Category 1. This has been corrected in the RFP Document through the addendum
78	We respectfully request KRA to reconsider or revise this requirement to focus on quality, performance metrics, global certifications, proven operational uptime, and demonstrated scalability, rather than limiting eligibility based strictly on the number of African implementations. This would help ensure a fair, competitive, and merit-based evaluation, ultimately safeguarding KRA from the risk of procuring sub-optimal or underperforming scanners in the long term.	This requirement has been revised as requested to require experience in at least five (5) distinct Revenue and/or Port Administrations of similar scale to KRA for CT baggage scanners, mobile scanners, and drive-through scanners. The vendor evaluation criteria have been aligned to reflect this revision.
79	We respectfully request KRA to review and revise the CT baggage scanner specifications to ensure they are performance-based, technology-neutral, and vendor-agnostic, rather than aligned to any specific manufacturer's brochure. This will promote a fair and competitive tender environment, encourage broader participation from reputable global CT scanner providers, and help KRA secure the best-value, future-proof solution for its operational needs.	The minimum technical specifications have been reviewed and revised and any requirements that could be construed as vendor-specific have either been removed or rephrased. Table 8.1.4.1,8.1.4.2,8.1.4.3,8.1.4.9
80	We respectfully request KRA to issue a formal clarification or addendum specifying the exact required duration (either 10 years total or 7 years total). We also recommend that this clarification be publicly announced to all bidders simultaneously to ensure fairness and prevent any party from leveraging the ambiguity to submit an artificially low bid with the intention of requesting variation orders later.	The requirement provides for a comprehensive support period consisting of a 3-year warranty followed by an additional 7 years of maintenance and recovery of the investment, resulting in an estimated duration of 10 years.
81	We respectfully request KRA to clarify the pricing submission structure for any NII-related components appearing in LOT 1, and to explicitly confirm whether: NII manufacturers may submit NII-only pricing, or A full-scope consortium is required to meet all LOT 1 categories and sub-systems. Providing this clarification will help ensure consistent interpretation among bidders, prevent misalignment in pricing structures, and support fair participation.	Bidders must submit responses for all requirements under all the categories/items in a LOT. Failure to submit bids in ANY of the categories will be deemed NON-RESPONSIVE Bidders are required to form a consortium or joint venture with multiple companies to collectively cover the full LOT 1 scope in order to submit a compliant bid.
<b>QUERIES FROM MFI LOT 1 CATEGORY 2-TERMS OF REFERENCE FOR ENTERPRISE DOCUMENT MANAGEMENT SYSTEM(DMS)</b>		
82	For Document and Records Management System, what will be the user volume i.e. 1. Total Number of Users for DMS & RMS? 2. User Concurrency for DMS & RMS?	<b>Total Named Users</b> The final number shall be confirmed during the BRD and rollout planning phase. Initial rollout is expected to be between 5,000 and 6,000 users, scalable to full enterprise adoption. <b>Concurrent Users</b> The system shall support up to 10,000 concurrent users across all departments without performance degradation.
83	What will be the document introduction channels or sources of documents for DMS i.e. 1. Documents (Physical Papers) will come through scanning / digitization? 2. Documents will come through E-Mail? 3. Documents will be uploaded from 3rd party Applications like ERP? 4. Document will be uploaded on a web-portal? Please confirm the exact introducing channel.	The system shall support multi-channel document ingestion, including: Physical document scanning and digitization Email ingestion Integration with internal and external systems (e.g., ERP, CRM, iTax, Customs) Web portal uploads The detailed routing, classification and processing rules for these channels shall be defined during the BRD/Data Discovery phase which forms part of this tender.
84	For the document will come through scanning, please confirm the number of such Scanning Workstation (Connected with Scanners) where documents will get scanned, indexed & pushed to DMS application.	KRA currently does not have sufficient enterprise-grade digitization tools (high-volume scanners, capture software, OCR engines and indexing workstations) to support the scale of commercial digitization required under this project. Accordingly:  The successful bidder shall be fully responsible for providing all digitization tools, including: High-volume production scanners Distributed capture and indexing workstations OCR / ICR software Temporary digitization infrastructure required during the migration phase  These tools shall be provided as part of the implementation scope for the digitization of historical and legacy records and shall remain available for the duration of the migration and onboarding phase. The number and placement of scanning stations shall be finalized during the Data Discovery and Migration Planning phase, based on the geographical distribution, document volumes and operational workflows.

85	Please confirm whether Customer is having volume of Pre-Scanned Images & E-Documents along with its metadata which needs to be uploaded in to DMS in Bulk?	<p>KRA holds a substantial volume of: Pre-scanned images (PDF, TIFF, JPG) Electronic documents (Word, Excel, email, reports) Mixed-quality metadata</p> <p>These records shall be: Cleansed Re-indexed OCR processed (English and Kiswahili) Tagged and classified</p> <p>Exact volumes (GB/TB) will be baselined during the Data Discovery phase. Bidders shall provide unit rates (per GB / per million pages) to allow scalable migration.</p>
86	In respect to the above query, please confirm what is the approximate volume of such Pre-Scanned Images and E-Documents that to be uploaded into DMS in bulk?	Response above applies
87	It is assumed that there is a volume of daily transactional document volume which will be uploaded into DMS. In that perspective, please confirm on the following, 1. What will be the Daily / Monthly / Yearly structured & unstructured document volume? 2. Average no. of pages per document type 3. What will be the annual incremental percentage for document volume?	<p>KRA processes high volumes of structured and unstructured documents.</p> <p>Daily, monthly and annual volumes will be baselined during Data Discovery Process</p> <p>The system must support an annual growth rate of 10–20%</p> <p>Average pages per document will vary by business process. Vendor must therefore undertake a data discovery journey in order to determine the correct scoping</p> <p>The platform must scale without system redesign.</p>
88	RFP mentions the co-authoring feature requirement. Kindly elaborate on the requirement: a) Using co-authoring feature, will the users be adding Annotations, Masking, adding notes, etc? b) Please specify if there is any other usecase envisaged ?	<p>Co-authoring will be used across multiple KRA business functions, including: Legal and litigation document preparation and review Audit and investigation file reviews Tax dispute resolution and objection handling Customs enforcement and compliance workflows Policy and regulatory drafting Management approvals and internal reviews Inter-departmental collaboration on case files and reports The system must therefore ensure: <b>Full version control</b> User-level access rights Immutable audit trails Ability to revert to prior versions Compliance with records management and legal admissibility requirements</p>
89	RFP states the requirement that the system should automatically classify documents during the upload process by assigning metadata. With respect to the document, please share below information 1. Document Types that is required to be processed. 2. Classification Taxonomy & estimated fields to be extracted.	<p>The Document and Records Management System will support enterprise-wide document types across KRA operations, including but not limited to:</p> <p>Taxpayer registration and compliance records Audit, investigation and enforcement files Customs declarations and supporting documents Refunds, objections and appeals documentation Legal, litigation and ADR case files Laboratory reports, test results and certificates Finance, procurement and payment documents HR and corporate records Correspondence (letters, emails, forms, submissions) Third-party submissions and portal uploads</p> <p>The final, detailed document catalogue will be established during the Business Requirements Definition (BRD) and Data Discovery Phase.</p> <p>Any other records as they may be discovered</p>
90	Do you require the system to generate the summary of the documents and ask question & answers on the documents using Gen AI feature	<p>Yes, the system is required to support:</p> <p>Automated document summarization</p> <p>Question-and-answer on document content</p> <p>Contextual search across scanned and electronic documents</p> <p>These will be implemented progressively and trained using KRA data.</p>
91	Apart from production, which other environments are required viz. SIT, UAT, Development, Disaster Recovery? Development: It is used to verify the functionality of the individual function created. SIT (System Integration Testing): It is used for testing the functionality and stability of the functions created in Development environment. UAT (User Acceptance Testing): It is used to test the process before deploying it on production for end-user experience and overall app functionality. Disaster Recovery: It is an organization's method of regaining access and functionality to its IT infrastructure after events like a natural disaster, cyber attack.	These environments are sufficient
92	It is assumed that the proposed solution will be hosted in the following environments with active-active clustering, 1. Production / DC (Active -Active Clustering ) 2. DR ( Standalone) 3. Development (Stand Alone) 4. Test / UAT (Stand Alone) Please confirm if the above understanding is correct.	<p>The proposed environments are as per below: 1)Production Primary/ DC (Active -Active Clustering ) 2)Production Secondary/ DC (Active -Active Clustering ) 3)DR ( Standalone) 4)Development (Stand Alone) 5)Test / UAT (Stand Alone)</p>
93	We understand data migration is required from current systems. Therefore, please let us know the names of legacy system/ sources from where document needs to be migrated.	<p>Documents will be migrated from a mix of: 1)Custom-built KRA systems 2)Oracle-based CRM 3)Case Management Systems 4)ERP platforms(SAP) 5)Network drives and file shares 6)Existing document repositories 7)Physical archives The exact systems, volumes and formats will be confirmed through the Data Discovery &amp; Migration Planning Phase.</p>

94	Please specify the approximate total size (in GB/ TB) and format type of these documents.	<p>At this stage:  Volumes are not fully consolidated  Formats include:  PDF  Word  Excel  Images (TIFF, JPEG, PNG)  Emails  Scanned documents</p> <p>The vendor shall conduct a formal Data Discovery Exercise to:  Quantify GB/TB  Count pages  Assess metadata quality  Define migration complexity</p>
95	<p>Section – Mandatory Technical Requirements, Point 8 (OEM Support &amp; Local Presence), which specifies that OEMs for the quoted products are required to have a local presence in Kenya, kindly clarify the following:</p> <p>Will an OEM that is foreign-registered (outside Kenya) be considered compliant with this requirement if it provides product support and services through an authorised and locally registered partner in Kenya?</p>	<p>Yes, an OEM that is foreign-registered is considered compliant if:  It appoints an authorised, locally registered Kenyan partner</p> <p>The partner provides:  Implementation  Support  SLA enforcement  On-site services  Post-Deployment Support</p>
96	What is meant or implied by sovereign cloud in KRA's strategy in reference to LOT 1 – Category 2 – Item vi? Does this imply that ERP and other applications are to be hosted in the private cloud, or in an in-country vendor cloud under LOT 1- Category 1- Item iv?	<p>Kindly refer to the Kenya's Data Protection Act, 2019 as indicated in item iv. Some of the highlights of the act are  1. The Act (and the 2024 Cloud Policy) requires sensitive data to be stored within Kenyan borders.  2. Data must be processed and stored in Kenya to maintain control and jurisdiction over citizen information.</p>
97	For the ERP procurement module, how will integration with eGP be handled? Will ERP cover tender publication to EGP, supplier data exchange, annual procurement planning update to EGP, contract management, award processing, invoicing and payment? Please clarify which processes will be done in EGP and which ones will be done in proposed ERP?	EGP is currently in the process of stabilization after its implementation. As institutions use the EGP further there are new requirements for EGP. Specifics of how items in the supply chain section in page 27 of the tender document will be covered are best discussed with the winning bidder.
98	Integration Architecture: Please share integration architecture as well as advise on the current integration layer for the CRM and ERP items, and what are the expected transaction volumes?	<p>The Integration Architecture for the integrations carried out for the CRM and ERP Systems will be shared with the winning bidder.</p> <p>The approximate transaction volumes as shared earlier are</p> <p>The following are the yearly averages for the modules in our current ERP</p> <p>Finance approximately 500,000  HR approximately 300,000  SCM approximately 50000  PM - 10,000  Workflows - 7,000,000</p> <p>Projects module and Risk and Compliance are not in current ERP.</p> <p>Assets Functionality are both in Finance and PM.</p>
99	ERP User Volumes: Please confirm the number of ERP users per functional area, including HCM, SCM, and Finance.	The number of ERP users will depend on the ERP selected and may be dependant on any business processing reengineering that may be done before or during implementation.
100	<p>13. Human Resource Management:</p> <ul style="list-style-type: none"> <li>- For time and labour do they currently use biometrics for tracking work shifts.</li> <li>- Does KRA intend to use its National Identity Management System (NIIMS) to validate applications and prospective applicants?</li> <li>- On integration requirements with SAP, what functionality does SAP handle for KRA in-house today.</li> <li>- Employee Count. &gt;500 ok, &lt; than 500, are they okay subscribing to 500?</li> <li>- Is KRA open to leveraging Artificial intelligence within the scope of its HR domains.</li> <li>- Under the Employee Master Data &amp; HR Administration Process requirements, there is a requirement for deployment within &amp; outside the country (your clarification is required)</li> </ul>	<ul style="list-style-type: none"> <li>- Work shifts are currently not being tracked using biometrics.</li> <li>- As indicated on page 15 of the tender document in the section that deals with e-recruitment KRA intends to integrate with NIIMS with the incoming ERP</li> <li>- SAP provides a number of functionalities for other KRA Internal systems through integrations such as authenticating users, determination of whether staff are on leave or not etc.</li> <li>- The response to employee count question is that for the purposes of this procurement KRA staff are between 10000 and 14500</li> <li>- Yes KRA is open to leveraging Artificial Intelligence in HR domain, especially in situations where complex and accurate decision making is required that if left to human being may be error prone.</li> <li>- There is no such requirement under the Employee Master Data &amp; HR Administration Process.</li> </ul>

111	<p><b>Financial Management:</b></p> <ul style="list-style-type: none"> <li>- Is there any existing Budgeting tool in use as of today and if it does, kindly provide the name to enable plan for data migration if needed</li> <li>- You mentioned Integration with Tax Administration System for automated tax calculation and filing. Kindly provide the name of the solution. Is it on-premises or a cloud-based solution</li> <li>- 3.1 General Ledger and Accounting</li> <li>• Regarding the requirement to 'Manage General Ledger Master Data,' could you clarify the intended scope of data governance? Specifically, does KRA require a solution that manages segment values and hierarchies solely within the ERP, or is there a requirement for a centralized governance platform that can orchestrate changes across multiple downstream systems (e.g., ERP, and legacy tax systems), provide visual side-by-side hierarchy comparisons, and support request-driven approval workflows for 'what-if' organizational restructuring before they are committed to the ledger?</li> <li>• Regarding the requirement to 'Manage Consolidation,' do you require a solution for basic financial aggregation of ledger balances, or is there a requirement for a specialized Financial Close and Consolidation engine capable of automating: <ul style="list-style-type: none"> <li>1. Automated Intercompany Eliminations across different departments or funds?</li> <li>2. IPSAS-specific adjustments (e.g., automated Cash-to-Accrual conversions)?</li> <li>3. Audit-ready process orchestration with a visible 'Close Calendar' to track the status of</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>-The budgeting tool in use is funds management</li> <li>- KRA has not automated tax calculation but plan to implement the same as part of the scope as stated in the TOR Revenue and Tax accounting</li> <li>3.1 -Managing of General Master Data -KRA requires a solution that manages segment values and hierarchies within the ERP.</li> <li>-Managing consolidation -KRA requires a solution that automatically aggregates financial data into a unified, accurate view, eliminating intercompany transactions to represent the group's performance as a single entity.</li> <li>-The solution to provide quarter and year-end reporting by creating a structured calendar, reconciling all accounts (cash, inventory, payables/receivables), and ensuring accuracy in income statements, balance sheets, and cash flow statements, Standardize templates, automate workflows, and conduct "soft closes" to avoid last-minute, quarter and year-end reporting.</li> <li>-The solution to Automate period-end closing and year-end rollover processes to ensure that at the end of a fiscal year, you must run the year-end close process to transfer opening balances to the new year. System to identify bottlenecks and ensure dependencies have been closed.</li> <li>- GL accounts reconciliations- KRA requires a system that monitors the real-time status, aging, and risk-rating of thousands of reconciliations by comparing GL balances against supporting documents bank statements, invoices and subsidiary ledgers.</li> <li>3.2 Budgeting and Financial Planning- The scope includes to model and manage alternate budget hierarchies. KRA requires a centralized platform to govern and synchronize budget dimensions.</li> <li>-3.5 Cash and Treasury Management-The solution should enable us to view both the short term liquidity and also have Strategic Predictive Engine capable of predicting the future Cash inflows.</li> <li>3.8 Revenue and Tax Accounting -The solution to automate calculation and filing of operational taxes (e.g., VAT, PAYE) from the ERP .</li> <li>-Financial Reporting and Consolidation- The solution to have Multi-GAAP Consolidation Engine capable of Parallel accounting support for IPSAS accrual, IFRS, and cash-basis reporting as stated in the TOR -General Ledger Accounting (i). KRA prepares IPSAS-compliant financial statements (Statement of Financial Position, Financial Performance, Cash Flows, Changes in Net Assets) and should have the IPSASB reporting</li> </ul>
<b>Enterprise Identity &amp; Access Management Solution</b>		
<b>General Questions</b>		<b>Response</b>
1	Do you want to manage customers and external users?	The target scope is staff & contracted staff/vendors.
2	How many external users or customers in total?	The target scope is staff & contracted staff/vendors
3	How many internal users in total? Please provide breakup of all internal identities?	The bidders are required to provide a solution with licensing capacity to cover 9,000 total user identities, scalable to 15,000 user identities. This total includes all identities to be managed by the IAM solution, both internal users (staff, administrators, privileged users, service accounts) and external users (contractors, partners, remote users, guests, etc.).
4	What is the total number of employees?	The bidders are required to provide a solution with licensing capacity to cover 9,000 total user identities, scalable to 15,000 user identities.
5	What is the total number of partners/contractors/vendors?	The bidders are required to provide a solution with licensing capacity to cover 9,000 total user identities, scalable to 15,000 user identities.
6	What is the source system for employees?	LDAP, ERP, Active Directory
7	What is the source system for partners/contractors/vendors? Please mention all	The source systems for partners, contractors, and vendors are external to KRA's Active Directory and any internal HR systems. The IAM solution is expected to integrate with all relevant identity sources, including but not limited to: partner/contractor/vendor directories, federation services, external identity providers supporting SAML, OAuth 2.0, or OpenID Connect, and any CSV or bulk import mechanisms for onboarding external users. Bidders should design the solution to allow secure lifecycle management, authentication, and access provisioning for these external identities from all applicable source systems.
8	Do you need customer identity management (CIAM) as well for managing external users and customers registration?	Yes, the solution is expected to provide Customer Identity and Access Management (CIAM) capabilities for external users and customers. This includes supporting self-registration, time-limited or restricted guest accounts, automated deactivation/purging of expired accounts, secure authentication, and access management. The IAM solution must be able to manage both internal staff and external identities, providing lifecycle management, adaptive/risk-based authentication, and self-service features for all external users while ensuring compliance, security, and scalability as specified in the TOR.
9	Do you require on premise IAM solution or open for cloud or SaaS IAM solutions?	The bidders are required to propose an on-premise IAM solution deployed on dedicated OEM hardware and/or software appliances in High Availability across the primary, secondary, and disaster recovery data centres, as specified in the TOR.
10	How many environments are required? Dev/Test/Prod? Please mention	The bidders are required to provide the IAM solution across three environments: Development, Test, and Production.
11	Is infrastructure procurement a part of this RFP? Is it expected from us as a IAM solution provider to procure and setup infra(Servers, VMs, OS, Network devices)?	Yes. Bidders are required to deliver the compute and storage requirements under LOT-1-CATEGORY-1---Storage-Servers-Cloud-Platform
12	What is the licensing period for the product?	Licenses is for three years.
13	What is the support period or AMC period required post implementation?	The bidders are required to provide comprehensive support and maintenance services for the entire contract period, covering all hardware, software, licenses, and services of the IAM solution. This includes 24x7x365 vendor and OEM support for implementation, maintenance, and troubleshooting from the date of go-live until the end of the contract, ensuring continuous operation, updates, and compliance.
14	What is the support SLA required? 24x7, 16x7, 8x5 etc.	The bidders are required to provide 24x7x365 support for the entire IAM solution throughout the contract period. This includes unlimited vendor onsite and online implementation, maintenance, and support services, with support staff holding relevant OEM certifications and backed by the OEM for professional technical assistance, as specified in the TOR.
15	What is the support model required? Onsite/Offshore/Hybrid?	The bidders are required to provide a hybrid support model that includes both onsite and online/offshore support. Onsite support must be available in Kenya to handle critical issues, implementation, maintenance, and administration, while online/offshore support can complement remote troubleshooting, monitoring, and technical assistance. The support model must ensure 24x7x365 availability with qualified OEM-certified personnel and backed by the OEM for escalation and oversight, as specified in the TOR.
16	Do you need dedicated support team or flexible with shared support model?	The bidders are required to provide a dedicated support team for KRA, both onsite and online, throughout the contract period. The dedicated team must have relevant OEM certifications, experience with the proposed IAM solution, and the capacity to respond 24x7x365.
17	Is VA PT required to be performed by us?	Bidders are required to provide, implement, and support a VAPT solution throughout the contract period, including conducting joint VAPT assessments with KRA.
18	Do you have existing SIEM solutions already in place to integrate?	Yes.
<b>SSO SCOPING</b>		
19	Desktop Applications	The bidders are required to provide a solution that targets approximately 200 systems initially, with scalability to 1,000 systems over time. The solution must support SSO, MFA, integration with KRA's internal applications, enterprise platforms, and any integrated third-party tools as specified in the TOR.
20	Web Applications	The bidders are required to provide a solution that targets approximately 200 systems initially, with scalability to 1,000 systems over time. The solution must support SSO, MFA, integration with KRA's internal applications, enterprise platforms, and any integrated third-party tools as specified in the TOR.
21	Do you require SSO/MFA for Infra along with IT Apps? If yes, fill the below highlighted section	The bidders are required to provide a solution with SSO, MFA and meets the mandatory and technical specifications.

22	Equipments - Security & Network Devices covering - Firewall, Router, Security Devices, Switches, Storage & Backup Devices, WAF, Wireless, Tape Drives, Security Appliances, etc..	The bidders are required to provide a solution with capability to integrate with network devices and that meets the mandatory and minimum specifications.
23	Procurements solutions	
24	Systems - Physical - Desktops/Workstations (Windows/Unix/MAC etc.)	
25	Systems - Virtual - Remote Desktops (Windows/Unix/MAC/Citrix etc.)	The detailed information on the scope of systems will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution. At a minimum, bidders should propose a solution capable of integrating 200 systems, scalable to 1,000 systems, and meeting all mandatory and technical specifications.
26	Systems - Physical - Servers (Unix)	The detailed information on the scope of systems will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution. At a minimum, bidders should propose a solution capable of integrating 200 systems, scalable to 1,000 systems, and meeting all mandatory and technical specifications.
27	Systems - Physical - Servers (Windows)	The detailed information on the scope of systems will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution. At a minimum, bidders should propose a solution capable of integrating 200 systems, scalable to 1,000 systems, and meeting all mandatory and technical specifications.
28	Systems - Virtual - Servers (Unix)	The detailed information on the scope of systems will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution. At a minimum, bidders should propose a solution capable of integrating 200 systems, scalable to 1,000 systems, and meeting all mandatory and technical specifications.
29	Systems - Virtual - Servers (Windows)	The detailed information on the scope of systems will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution. At a minimum, bidders should propose a solution capable of integrating 200 systems, scalable to 1,000 systems, and meeting all mandatory and technical specifications.
30	Custom applications. Please share list of applications	KRA has deployed a number of custom applications including iTax, eTIMS & iCMS. The bidders are required to provide a solution that targets approximately 200 systems initially, with scalability to 1,000 systems over time. The solution to cover KRA's internal applications, enterprise platforms, and any integrated third-party tools as specified in the TOR.
	<b>Authentication, Authorization Questions</b>	<b>Response</b>
31	How do all your desktop apps authenticate? Radius/LDAP/AD/Local? Please share list in format shared below (SSO TEMPLATE)	KRA has deployed a variety of applications (web/desktop etc) that use various authentication protocols including Radius/LDAP/AD/Local. In this regard, bidders are expected to provide a solution with such capabilities that meets the mandatory and technical specifications.
32	How do all your web apps authenticate? Radius/LDAP/AD/Local? Please share list in format shared below (SSO TEMPLATE)	KRA has deployed a variety of applications (web/desktop etc) that use various authentication protocols including Radius/LDAP/AD/Local. In this regard, bidders are expected to provide a solution with such capabilities that meets the mandatory and technical specifications.
33	Do you require SSO/MFA for Infra along with IT Apps? If yes, fill the below highlighted section	Yes
34	How do all your network equipment authenticate? Radius/LDAP/AD/Local	KRA has deployed a variety of applications (web/desktop etc) that use various authentication protocols including Radius/LDAP/AD/Local. In this regard, bidders are expected to provide a solution with such capabilities that meets the mandatory and technical specifications.
35	Do your network equipments support Radius authentication?	Yes, KRA's network equipment supports RADIUS authentication. The proposed IAM solution must be able to integrate with RADIUS-enabled network devices to enforce centralized authentication, access control, and multi-factor authentication for network access, in addition to supporting AD, LDAP, and other relevant protocols as specified in the TOR.
36	Do your network equipments support LDAP authentication?	Yes, KRA's network equipment supports LDAP authentication. The proposed IAM solution must integrate with LDAP-enabled systems to enable centralized authentication, access control, and identity lifecycle management for network and application access, alongside support for Active Directory, RADIUS, and other protocols as specified in the TOR.
37	How do all your physical desktops/workstations authenticate? Radius/LDAP/AD/Local	All KRA physical desktops and workstations authenticate through Active Directory (AD). The IAM solution must integrate with AD to provide single sign-on (SSO), adaptive/risk-based multi-factor authentication, and identity lifecycle management for all desktops and workstations. Where necessary, the solution should also support LDAP, RADIUS, or local authentication mechanisms for legacy or specialized use cases, ensuring seamless and secure access across the enterprise.
38	How do all your virtual desktops authenticate? Radius/LDAP/AD/Local	All KRA virtual desktops authenticate through Active Directory (AD). The IAM solution must integrate with AD to provide single sign-on (SSO), adaptive/risk-based multi-factor authentication, and identity lifecycle management for virtual desktops. Where required, the solution should also support LDAP, RADIUS, or local authentication mechanisms for legacy or specialized virtual desktop scenarios, ensuring secure and consistent access across the virtualized environment.
39	How do your servers (physical/virtual) authenticate? Please specify for all applicable (Unix/ Windows/Citrix etc.) in a tabular format below	Radius/LDAP/AD/Local
40	Physical UNIX	Radius/LDAP/AD/Local
41	Physical Windows	Radius/LDAP/AD/Local
42	Virtual UNIX	Radius/LDAP/AD/Local
43	Virtual Windows	Radius/LDAP/AD/Local
44	Do you have any centralized repository implemented which can be used to authenticate all your network equipment? Like Radius/Cisco ISE/LDAP or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
45	Do you have any centralized repository implemented which can be used to authenticate all your physical unix servers? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
46	Do you have any centralized repository implemented which can be used to authenticate all your physical windows servers? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
47	Do you have any centralized repository implemented which can be used to authenticate all your virtual unix servers? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
48	Do you have any centralized repository implemented which can be used to authenticate all your virtual windows servers? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.

49	Do you have any centralized repository implemented which can be used to authenticate all your physical desktops/workstations? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
50	Do you have any centralized repository implemented which can be used to authenticate all your virtual desktops/workstations? Like Radius/LDAP/AD or any other?	Yes, KRA has a centralized authentication repository primarily based on Active Directory (AD), which is used to authenticate users across the enterprise, including desktops, virtual desktops, and applications. Additionally, network equipment that supports RADIUS or LDAP can leverage these centralized services for authentication. Any proposed IAM solution must integrate with these existing repositories and protocols to provide centralized, secure, and consistent authentication across all network equipment and enterprise systems.
51	Do you have Active Directory and domain implemented in your organization?	Yes
52	What are the MFA authentication methods that you need? (Token/Push/OTP/Biometrics etc.). Please specify all that is required	The bidders are required to provide an IAM solution that supports the following Multi-Factor Authentication (MFA) methods: i) Password (primary authentication) ii) Soft-token (software-based OTP apps) iii) One-Time Passwords (OTPs) sent via SMS, email, or voice call iv) Mobile push notifications v) FIDO2 / Passwordless authentication vi) Biometrics (where applicable, e.g., fingerprint or facial recognition) vii) Adaptive / Risk-based MFA that dynamically adjusts authentication requirements based on user behaviour, location, time, roles, applications, devices, and infrastructure context viii) Web Services / API-based authentication for custom application integrations  The solution must allow context-sensitive, step-up, and conditional authentication and provide configurable policies for different user groups, applications, and risk scenarios, as specified in the TOR.
53	How do all your custom applications authenticate? LDAP/AD/Local database/External. Please share application list with current authentication details	All KRA custom applications primarily authenticate via Active Directory (AD). Some legacy or specialized applications may use LDAP or local database authentication. The IAM solution must integrate with all KRA applications to provide single sign-on (SSO), adaptive MFA, and lifecycle management.  As per the TOR, KRA has approximately 60 unique internal applications running across about 15 application platforms. At least 12 applications are required to be onboarded during the initial IAM implementation. A detailed list of all applications and their current authentication mechanisms will be provided to the successful bidder during the implementation phase to support seamless integration.  The solution must also support integration with external applications if required, including partner or vendor systems, via standard protocols such as SAML, OAuth 2.0, OpenID Connect, and SCIM.
54	Does your Oracle ERP support SAML or Oauth authentication?	Bidders are required to provide a solution that supports both SAML and OAuth 2.0 authentication. The proposed IAM solution must integrate using these standards and meets mandatory and technical specifications.
55	Do your custom applications support SAML authentication protocol?	Bidders are required to provide a solution that supports both SAML and OAuth 2.0 authentication. The proposed IAM solution must integrate using these standards and meets mandatory and technical specifications.
56	Do your custom applications support OAuth authentication protocol?	Bidders are required to provide a solution that supports both SAML and OAuth 2.0 authentication. The proposed IAM solution must integrate using these standards and meets mandatory and technical specifications.
<b>User Repository Questions (For User Provisioning)</b>		<b>Response</b>
57	What is the user repository for desktop apps for provisioning? How are users currently created/managed in these servers? Please share details in the format shared below (Provisioning Template)	The detailed information on the user repository and current user creation/management for desktop applications will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
58	What is the user repository for web apps for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for web applications will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
59	Do you require IGA/User Life Cycle Management for Infra (Servers, network devices etc.) along with IT Apps? If yes, fill the below	Yes, the bidders are required to provide an IAM solution that includes Identity Governance and Administration (IGA) / User Lifecycle Management for both IT applications and enterprise infrastructure, including servers, network devices, and other critical systems. The solution must support provisioning, de-provisioning, role-based access, MFA enforcement, and compliance reporting across all infrastructure and application systems as part of the enterprise identity management scope specified in the TOR.
60	What is the user repository for physical unix servers for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for unix servers will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
61	What is the user repository for physical windows servers for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for physical windows servers will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
62	What is the user repository for virtual unix servers for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for virtual unix servers will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
63	What is the user repository for virtual windows servers for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for virtual windows servers will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
64	What is the user repository for virtual windows desktops for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for virtual windows desktops will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
65	What is the user repository for virtual unix desktops for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for virtual unix desktops will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
66	What is the user repository for network equipments for provisioning? How are users currently created/managed in these servers?	The detailed information on the user repository and current user creation/management for network equipments will be provided to the successful bidder during the implementation phase to support integration and provisioning through the IAM solution.
67	What is the user repository for custom applications for provisioning? (Database or LDAP). Please provide list of applications and repository details. How are users currently created in these applications?	<b>Response</b>
68	Do your custom applications support APIs? SOAP/REST APIs?	Yes
69	Do your custom applications support LDAP/AD integration?	Yes
70	Do your custom applications support data import via files?	Yes
71	Does your ERP support APIS?	
72	a. Page 4 Instructions to bidders: Air-gapped solution is captured both in the enterprise Backup solution as well as the Information security solution. Are these two independent of each other?	The two are independent of each other. The enterprise back up solution should include the capability to carry out air-gapped backups where necessary

73	c. Page 21 FR66: Presence of Media servers indicate agent based backups which directly contradicts the agentless backup requirement in TR29 page 9.	The backup solution should be able to accommodate both agentless backups as well as agent based backups where necessary
74	a. Must the system have a web portal for citizens or do you require a mobile app or both?	The system must have the capability to be rendered on both the web and mobile App.
75	b. Must the system integrate into your Cisco IP telephony system?	The following systems must be integrated with the Cisco IP telephony System: 1. Customer Relationship Management System 2. The Unified service portal
76	c. The requirement states the Generative AI bot must return a response in "less than 5 milliseconds", given network latency and processing of Generative AI this may take longer. Is 5 milliseconds a definitive metric?	This metric is configurable and will depend on the prevailing circumstances. Network latency will be taken into consideration, however, the system performance must not be compromised.
77	d. The requirement mandates primary pages load in under 2 seconds. Does this apply to cached content, specific bandwidth conditions, or heavy transactional pages involving backend lookups (e.g., tax ledgers).	The requirement regarding loading of pages should be configurable. The 2 seconds requirement apply to all content (cached or heavy transactional pages).
78	e. Is the vendor responsible for supplying the physical QMS hardware? Must this cost be included or must the supplier provide this?	Yes, the vendor is responsible for supplying QMS hardware hence the cost should be included. All hardware must be the latest version. The Bill of materials is attached in the addendum.
79	f. Requirement on the integration for token dispensers - what is the specific make/model of existing dispensers or are new dispensers required?	New dispensers are required (latest version).
80	g. You indicate that you are looking for a hybrid hosting solution - please can KRA to define their hybrid expectations—specifically, which components must remain on-premise versus which can be cloud-based, and if there are approved cloud service providers.	The hosting requirement under this item (CRM & Unified Service Portal) is hybrid which implies some of the components will be hosted on-premise while others hosted on a private cloud (not to be costed on this segment). The specific details of the components to be provided during project inception engagement.
81	h. Is the >1TB monthly storage cumulative? The vendor must provide ">1TB file storage per month" for customer interactions. Does this implies a cumulative increase (adding 12TB+ per year) and what is the data retention policy is, as this will drive storage costs significantly over the 3-year contract.	The retention period is 7-years. The storage is cumulative hence archiving tier needs to be defined.  The system must have a data archiving policy which is configurable.
82	i. Are APIs currently available for iTax, iCMS, and e-Tims?	Yes, the APIs for the stated systems are available.
83	j. What constitutes "Data Cleaning"? Is the vendor responsible for sanitizing KRA's legacy data, or simply filtering it for display?	No the vendor is not responsible for sanitizing KRA data
84	k. Who bears the cost for "Offsite" Product Certification? The vendor is expected to cover travel, accommodation, and per diems for the KRA staff (approx. 20 pax per module) or just the training fees.	The vendor will cover the training fees. KRA will cover travel, accommodation and per diems
85	l. Further clarity is required for the concurrent usage licenses - Will KRA expects only 900 users to be active at any one time, or if 10,000 users require a different (perhaps named user) license type not reflected in the price schedule.	The concurrent usage licenses are expected to be used by more than 900 people logged in at different times, only 100 named user licenses are required out of the 900 licenses. The licenses should be scalable upto 10,000 users
86	a. Currently KRA uses Lotus Notes and SharePoint, must the solution support these environments or will KRA migrate to a different platform for their end users.	KRA currently operates multiple platforms, including Lotus Notes and SharePoint, as part of its document and collaboration ecosystem. The proposed Document and Records Management System (DMS) must therefore be platform-agnostic and capable of integrating with all relevant existing and future KRA systems, including Lotus Notes, SharePoint, ERP, CRM, and custom-built applications.  The DMS shall be designed using an API-first architecture, supporting secure, standards-based integration to ensure that:  Existing platforms can continue to function while exchanging documents and metadata with the DMS  Future systems can be connected without redesigning the solution  Where SharePoint or Lotus Notes is proposed by a bidder as part of the DMS solution itself and demonstrably meets all the functional, security, workflow, compliance, and scalability requirements defined in the TORs, then the requirement will be treated as an upgrade and enhancement of the existing platform, rather than an external system integration.  The same principle applies to any other platform currently in use or introduced in future: the DMS must remain vendor-neutral, flexible, and integration-ready, ensuring KRA is not locked into a single technology stack.
87	b. If you will be using Lotus notes, what version are you running?	The current version of Lotus is Verse is 14.5
88	c. If you will be using SharePoint, which version will you be running?	KRA has not prescribed SharePoint as the mandatory platform for the Document and Records Management System.  If a bidder proposes Microsoft SharePoint as part of their DMS solution, they must specify:  The exact SharePoint version (e.g., SharePoint Subscription Edition, SharePoint Server 2019, SharePoint Online, etc.)  The deployment model (on-premise, cloud, or hybrid)  How the proposed version meets all functional, security, workflow, scalability, records management, and compliance requirements set out in the TORs  KRA will evaluate the proposed version as part of the technical and compliance assessment. The final platform choice will be determined based on the bidder's ability to meet KRA's enterprise DMS, records management, security, and regulatory requirements, not on the product name alone.
89	d. Can you indicate how much data would need to be managed by the solution?	Repeated question. Response in the consolidated sheet

90	e. Can you share more information about the Core Systems i.e. ERP, HRMS, iTax and Custom Systems, what platforms are these on i.e. custom built or ISV solution?	Repeated question.Response in the consolidated sheet
91	f. What is your current CRM platform? Is it custom built or an ISV solution?	The current CRM platform is ORACLE based and its a SaaS solution.
92	l. Does the "Unlimited Vendor Support" include major version upgrades? Does this include rights to major software version upgrades or just patches and maintenance.	<p>Unlimited Vendor Support includes:</p> <p>24/7 technical support  Bug fixes and patches  Security updates  Minor version upgrades  Performance and stability updates</p> <p>Major version upgrades (i.e., new product generations or significant functional releases) shall be included where they do not require a change of product or re-licensing.</p> <p>Where a major version upgrade introduces:</p> <p>A new licensing model, or  A different product line</p> <p>such upgrades shall be subject to commercial terms agreed with KRA.</p> <p>However, bidders are required to ensure that the proposed solution:</p> <p>Remains supported and upgradeable for the full contract duration  Does not force KRA into technology obsolescence or re-procurement.</p>
93	m. Are the response times mandatory over WAN? Do these metrics apply to users accessing the system remotely/over WAN or strictly for users on the local LAN, as <1 second over WAN is often physically impossible due to latency	<p>KRA recognizes that WAN latency is influenced by factors outside the application, including ISP performance, network congestion, and geographic distance. Therefore:</p> <p>The &lt;1 second response time applies to system processing time and server-side response</p> <p>End-to-end user experience over WAN will be measured against agreed network baselines during SIT and UAT</p> <p>The bidder shall:</p> <p>Design the system to be network-efficient (compression, caching, asynchronous processing, CDN support where applicable)</p> <p>Provide performance benchmarks and tuning for both LAN and WAN environments</p> <p>Final performance acceptance criteria will be validated during SIT, UAT and Go-Live performance testing based on the agreed network profiles.</p>
94	n. Is 1,000 transactions per minute a sustained or peak metric?	<p>The 1,000 transactions per minute requirement represents a peak load capability, not an average sustained rate.</p> <p>The system must be architected to:</p> <p>Handle bursts of high transactional activity during peak operational periods</p> <p>Maintain performance, data integrity, and auditability under peak load</p> <p>Sustained throughput levels and operational baselines will be established during the BRD and performance sizing phase and validated during SIT, UAT, and Go-Live performance testing.</p>
95	o. Are we providing the SMS Gateway or integrating with it?	SMS Gateway already exists,the vendor is expected to provide intergration
96	p. What are the FIPS-140 requirements?	<p>KRA requires that all encryption used by the DMS for data at rest, data in transit, and digital signatures must be implemented using FIPS-140-2 or FIPS-140-3 validated cryptographic modules.</p> <p>Software-based FIPS-validated crypto libraries are acceptable. Hardware security modules (HSMs) are optional unless proposed by the bidder.</p> <p>The bidder shall indicate the cryptographic modules used and their FIPS certification status.</p>

97	<p>q. Is the "Tier 1/Tier 2" Partnership strictly enforced? Please can KRA define what constitutes "Tier 1"</p>	<p>The Tier 1 / Tier 2 partnership requirement is intended to ensure that the proposed solution is backed by a recognized, credible, and fully supported Original Equipment Manufacturer (OEM) with the capacity to provide long-term product support, upgrades, and security updates.</p> <p>For the purposes of this tender, a Tier 1 OEM is defined as a vendor that:</p> <ul style="list-style-type: none"> <li>Owns and develops the core DMS / Records Management software being proposed</li> <li>Provides direct product support, patches, and security updates</li> <li>Has a globally deployed, enterprise-grade platform with documented product roadmaps</li> <li>Provides manufacturer authorization to the bidder or its local partner</li> </ul> <p>A Tier 2 partner refers to:</p> <ul style="list-style-type: none"> <li>A certified system integrator or reseller</li> </ul> <p>Authorized by the Tier 1 OEM to implement, support, and maintain the solution locally</p>
98	<p>a. The Executive Summary states the solution must be "Cloud-Native" and "Sovereign-Cloud Ready". However, the documentation requirements ask for "Solution hardware specifications" and "Factory Acceptance Testing reports". The Risk: It is unclear if the vendor is expected to supply physical hardware (servers/storage) to KRA's data center, or if KRA expects the vendor to provide a cloud subscription (SaaS), or if KRA will provide the infrastructure based on the vendor's specifications.</p>	<p>KRA will provide the infrastructure please align your hardware requirements with Lot 1 Category 1 - Storage Servers and Compute</p>
99	<p>b. The implementation approach requires a "Data Migration Plan" and states the vendor must migrate "all existing customisable data" and legacy data. The document does not specify the volume of data (e.g., number of historical financial years, number of HR records, size of document repositories). It also does not list the specific legacy systems (e.g., are you migrating from SAP ECC, Oracle EBS, or Navision?) and the quality of that data.</p>	<p>KRA are currently using SAP ECC as their ERP. The data that will be migrated will be dependant on if there will be business reengineering that may lead to a reduction in processes. There may also be new features that may be introduced before we get a winning bidder. Also the data required may be dependant on the ERP being introduced by the winning bidder. The ERP coming in may have more features which may mean more information may be obtained from other systems or captured from manual data.</p> <p>The way forward for this item is that it will be discussed with the winning bidder and that is when Migration Plan will be formulated. The migration will be jointly between KRA and the winning bidder. That is KRA to provide the data they wish to populate in the new ERP and the winning bidder to move data that will enable user requirements to be met by the introduced ERP.</p>
100	<p>c. The requirements demand a mobile application for Android and iOS that includes "all staff facing functionalities" (e.g., leave, laptop checkout, payslips, all ERP approval workflows). Developing a native mobile app that mirrors all desktop ERP functionalities is rarely standard. Most ERPs have specific mobile apps for specific tasks (e.g., "Expenses" app, "Approvals" app). Requiring "all" functionality on mobile may force custom development rather than using standard off-the-shelf mobile modules, is this what KRA requires?</p>	<p>This requirement of having leave, laptop checkout, payslips, all ERP approval workflows on android and iOS mobile applications is needed even if it means that a customised solution be built within the ERP.</p>
101	<p>d. The integration section lists specific systems (iTax, HR, SCM, Banking) but explicitly states, "The above integrations... are not exhaustive and will be added as applicable to the user needs". Please can we get a definitive, closed list of integrations for the fixed-price bid.</p>	<p>There are currently about 20 integrations with current ERP</p>
102	<p>e. The HR module requires "Time and attendance tracking (biometric integration)", and the security section mentions "provision for incorporation of biometrics". It is not stated who supplies the biometric scanning hardware (fingerprint/iris scanners). Is the vendor responsible for wiring and installing physical terminals at KRA offices across 8 regions, or simply integrating the ERP software with existing devices?</p>	<p>This procurement is for the implementation of an ERP and not for the installation of a biometric scanning hardware. The winning bidder is not expected to install biometric scanning hardware devices.</p> <p>However, it is expected that the ERP will have standard endpoints that will enable biometric scanners easily be integrated into the ERP.</p>
103	<p>f. The document states the system must be scalable to accommodate at least 14,500 users and currently supports ~10,000 staff. The text does not clarify if KRA requires Named User Licenses (14,500 licenses) or Concurrent User Licenses (e.g., 2,000 active users at once).</p>	<p>This figures change from time to time because the establishment changes in number.</p> <p>Currently KRA have about 11,000 Named User Licences in the ERP we use.</p> <p>The licencing breakdown will be discussed with the winning bidder as it is dependant on the ERP that wins the bid.</p>
104	<p>g. The document requests "Factory Acceptance testing reports". FAT is typically associated with manufacturing or hardware delivery. For a "Cloud-Native" ERP software solution, FAT is unusual. This reinforces the clarity required regarding whether physical appliances.</p>	<p>There is need to ensure that KRA receives a quality product and there is need the manufacturer of the ERP has done their due diligence to ensure that they supply a quality product.</p>
105	<p>h. The tender requires "User Acceptance Testing (UAT)" and "Performance Testing". It does not specify who is responsible for the costs of the testing environment. Does the vendor need to provision a separate, full-scale environment for UAT and performance load testing (which consumes significant cloud/hardware resources), or will KRA provide this infrastructure?</p>	<p>KRA will provide the infrastructure for the Testing Environment, where UAT and performance testing will be conducted.</p>
106	<p>a. The document states the system license shall be based on the "number of concurrent users" and must allow for "provision for more users according to need". Nowhere in the document does it specify the actual number of users (e.g., 10, 50, or 500) or the expected concurrency level. Without knowing how many staff work at the Inspection &amp; Testing Centre (Nairobi) and the Mombasa satellite lab, we cannot price the software licenses or size the server hardware correctly.</p>	<p>The current staff in Nairobi are fifteen(15) and Mombasa two(2),making it a total of 17,but the staffing is likely to go up to 30 in the next five years.</p>
107	<p>b. Requirement 4.1 says the proposal must include options to "utilize the existing platform(s)... hosting server and hardware used at KRA". Requirement 4.9 says you must "Specify hardware configurations". Requirement 5.4 says you must "Install system hardware". It is unclear if the vendor is simply specifying the hardware for KRA to buy, or if the vendor must purchase and supply the servers and client workstations.</p>	<p>The vendor must purchase and supply the LIMS servers and the client workstation.</p>

108	c. The Technical Requirements state the system must enable interface with "at least two (2) testing instruments, including analytical balance". "At least two" is an open-ended minimum, not a fixed scope. Which specific instruments are they? (e.g., Mass Spectrometers, Chromatographs). What are the manufacturers and models? Do these instruments have available digital output ports (RS232, TCP/IP), or do they require Moxa boxes/converters?	The specific equipments are:Balance Shimadzu AWU 220 UNI BLOCK, Gas Chromatography/Mass Spectrophotometer Perkin Elmer clarus 680, Bruker alpha 11 FTIR, Shimadzu HPLC 2010 System, Anton Paar Saccharimetre MCP 5500 Sucromat, Anton Paar Density meter DMA4500M, Sigma T702D Automatic Force Tensiometer, Microscope WILL Stereomicroscope VB 365, Nanoram handheld Raman Spectrometre, Behroost Kjeldhal digestion system, GBC Savantaa AAS System, Cecil CE9500 UV/VIS Spectrophotometer, Optical Emission Spectrophotometer(OES), they require Moxa boxes/converters
109	d. The Installation Services section requires "populating all the laboratory information management systems with the laboratory static data". Static Data: Does this just mean setting up the test definitions and users, or does it include migrating historical test records? Manual Records: The background states processes are currently "done manually". If you are required to digitize/type in historical manual records, what is the volume? (e.g., 5 years of logbooks?).	Static data means setting up test definitions and users
110	e. The document requires "three (3) year unlimited technical support" including "Software/system updates" and "Version updates... at no cost". "Unlimited" support without a definition of "Fair Use" or specific SLA boundaries (e.g., number of tickets per month) more detail is required here on what is needed for this SLA. Furthermore, including major "Version updates" at no cost is unusual for COTS software, which usually charges for major upgrades; please clarify this requirement.	Unlimited Technical support with atleast two tickets per month.
111	f. Biometrics: Annex II states applications should have a "provision for incorporation of biometrics". It is unclear if this is a mandatory delivery for Day 1 or a future capability. If mandatory, who supplies the biometric scanners? PKI: The document mentions the application should incorporate "certified and legitimate digital certificates" from the National Public Key Infrastructure. Will KRA provide these certificates or must the vendor procure them.	This a provision for future capability
112	g. The scope includes the "Satellite Laboratory in Mombasa". The Price Schedule and Installation sections do not explicitly detail travel/accommodation costs for the Mombasa implementation. Will the implementation be entirely central (deployed from Nairobi) or if physical presence in Mombasa is required for training and installation.	Initial implementation will be from Nairobi