



ADDENDUM "SET 3"

30th September, 2023

To all bidders,

KRA/HQS/EOI-002/2023-2024: Supply, Delivery, Installation, Commissioning and Maintenance of A Comprehensive Technology Platform for Kenya Revenue Authority.

KRA wishes to inform prospective bidders of the following clarifications.

S/No	CLARIFICATION	KRA RESPONSE
1	The Clarification/ Addendum "Set 2" issued on 28 th Sept, 2023 missed Pages: 2, 4, 6, 8, 10 and 12 of the 13 pages.	Missing Pages have been included and clarification/ Addendum "Set 3" has been issued with all the information.

The clarification / addendum form part of the bidding document and is binding to the bidders. **All other terms and conditions of the tender remain the same including the closing date which is 3rd October 2023.**

You are therefore required to immediately acknowledge the receipt of this addendum.

Regards,

Bernard Mukundi

For: Deputy Commissioner - Supply Chain Management

R/N



30th September, 2023

RE: CLARIFICATION/ADDENDUM “SET 3”

**KRA/HQS/EOI-002/2023-2024: SUPPLY, DELIVERY, INSTALLATION,
COMMISSIONING AND MAINTENANCE OF A COMPREHENSIVE
TECHNOLOGY PLATFORM FOR KENYA REVENUE AUTHORITY**

Kenya Revenue Authority wishes to inform prospective bidders of the clarification detailed below for the above tender.

No	Reference	Query	KRA's Response
1.	1. Interested bidders shall be required to meet the following requirements: ix. Define the infrastructure required to support the implementation, rollout and operate the proposed solution.	Please provide infrastructure details of existing setup including details on server, storage, security, network, DR site, backup solution, RPO, RTO etc	The infrastructure required is dependent on the proposed solution by the bidder. Bidders are required to define the infrastructure requirements for the proposed solution.
2.	Supporting modern technologies. Such as but not limited to RPA, Data analytics, data science, machine learning (ML) Artificial Intelligence(AI), cloud computing, block chain, and Internet of Things (IoT)	Are you planning to move solutions on cloud - AWS Cloud, Google Cloud or Azure Cloud?	The proposed solution should be hosted on-premise and developed using Cloud Native technologies that are cloud vendor agnostic and can be deployed across any Cloud Vendors
3.	a) Data migration with robust security protocols, encryption techniques, and access controls to safeguard sensitive	Please provide the list of sources other than iTax and TIMS which needs to be considered for Data Migration.	The data sources that will be considered for data migration will include all data from KRA system required for simplification, analytics and 360 degree view of taxpayers
4.	e) Enhanced Reporting Capabilities, Data Analytics Solution for data	What is the expectation on data utilization and data insight? Do you want end-to-end data-pipeline starting with data ingestion to data lake to data	KRA requires an end to end data analytics solution that will provide enhanced reporting capabilities, data visualization and provide



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	visualization and insights for predictive modelling	consumption?	insights for predictive modelling
5.	f) Digitalized end to end paperless workflows to enhance visibility and adherence to the Service Level Agreement. Include a work flow engine that can be customized to automate any tax process work flow.	Please provide priority for tax processes for which you are planning BPR to make it more simpler?	The Authority aims at simplifying ALL the tax processes
6.	Provide other necessary dependency that are not included in the list of applications and are necessary for the applications to function optimally e.g. source code ownership by KRA etc.	We have a pre-existing solution where we hold the IP and Source Code. We intend to use the same for KRA. IPR and Source Code for any bespoke development done on top of our product to meet KRA technology platform requirements, will be handed over to KRA. Please confirm if it is acceptable to KRA. We understand that source code of bidder IP will not be required to be deposited with KRA. Please confirm the understanding.	KRA will require source code of the whole solution to allow for internal maintenance post implementation.
7.	1. Interested bidders shall be required to meet the following requirements: ix. Define the infrastructure required to support the implementation, rollout and operate the proposed solution.	We understand that infrastructure will be provided by KRA and bidder scope is limited to only sizing of server and storage. We also understand that laptops, monitors, printers and other hardware will be given by KRA for any training. Please confirm the understanding.	KRA requires the bidder to provide the infrastructure details required for the proposed solution.
8.	1. Interested bidders shall be required to meet the following requirements: xi. Detail your Licensing model (s)	We understand that bidder is required to provide list of all system software (like RDBMS, Middleware etc.) in proposal. Its sizing and bill of quantity (BoQ) is to be determined after study of existing technical components. Please confirm the	KRA require the bidders to provide licensing models for the solution and/or its components

		understanding.	
9.	<p>a) Domestic Taxes Next Generation Tax Platform compliant with Modern Tax Administration practices including the OECD Tax Administration 3.0 and the TADAT framework with defined number of components, subsystems and activities working together and storing data in an Enterprise Database.</p> <p>f) Comprehensive E-Invoicing Platform to enhance revenue compliance across various tax revenue sectors and obligations including data analytics and business intelligence tools.</p>	Can the bidder propose a solution only for part of the overall Technology platform? Say only Tax Administration Solution and e-Invoicing solution. Can the bidder partner with other solution providers for other portions of the bid?	The proposal is for a comprehensive Technology Platform solution and should incorporate all the components
10.	e) Self-service data visualization tools	Can the bidder propose integration with third party analytics and visualization solutions as a support for analytics capability?	The proposed analytics tools should provide self-service visualization and be bundled with the proposed solution as a unified platform.
11.	Supporting modern technologies. Such as but not limited to RPA, Data analytics, data science, machine learning (ML) Artificial Intelligence(AI), cloud computing, block chain, and Internet of Things (IoT)	While the bidder may support modern technologies of Internet of Things and Blockchain, does the bid provides for any specific use case or scenarios where these technologies are to be implemented? Successful application of these technologies is dependent on having a very specific use cases where the technology can be implemented. And this may require PoC and experimentation, for example in	KRA expects the bidders to incorporate in their solution proposals where IoT technology will be applied to improve revenue mobilization and service delivery

		Machine Learning several iterations may be required before an algorithm suited for the use case may be developed. Will the bidder be given support for such process, which shall be different than traditional software development lifecycle and milestone achievement?	
12.		<p>We understand that KRA has all these requested system in place and providing different business services. Hence, we have following two queries:</p> <p>1) Does KRA want all these systems to be replaced completely or some of the modules / functions to be replaced / revamped.</p> <p>2) Can we have tentative modules / functionalities that are being envisaged under each core application forming part of the technology platform, viz. Tax System, Customs System, Centralized Production Monitoring System, Risk Management System, Analytics System, and e-Invoicing Platform? This shall help the bidder to prepare their proposals.</p>	The proposal is for a comprehensive Technology Platform solution and should incorporate all the components
13.	d)Revenue Assurance and fraud management capabilities.	Please elaborate on the system expectations and functionalities envisaged under Revenue Assurance and Fraud Management Capabilities.	The system should leverage data available from taxpayer eco systems as well as data available within to provide data driven solution for predictive analysis for revenue assurance and help combat fraud.
14.	b)Ability to carry out maintenance without downtime experience by the end-users	Are you expecting protection against single point failure and high-availability to reduce downtime window for this requirement as we feel that downtime can not be avoided in all kind of maintenance. Please elaborate more on this requirement which can help us providing better solution.	Yes and the solution needs to have ability to run on some nodes while others are under maintenance thus zero downtime. In addition, this capability needs to be extended across multiple data centers.



15.	e) Ability to operate between various data centers.	Please, explain exact requirement. Do you want bidder to provision manpower to manage both the data-center? Or Is Target solution required to deploy on both the data center and there should be data replication from primary site to DR site?	No manpower is required. Yes, the target solution required should be deployed on both data centers and there should be data replication from primary to DR site.
16.	e. Embed the best cyber security and risk management tools	Please, scope the Security Solution as it includes four domains - Data, Software/Application, Infra and Compliance. We understand that KRA must be having security solution in place for all these domain. Hence, please explain what all components of Data Center foundation can be reused for Network, Security and Observability.	KRA requires security embedded in the delivery of the solution with the solution life cycle delivery.
17.		Kindly provide type and details on training & capacity building for all systems wherever required: -Frequency of Trainings -Number of Batches -Number of people to be trained -Maximum people allowed in particular batch -Skill sets of people	This will be defined during RFP
18.	1. Interested bidders shall be required to meet the following requirements: x. Detail your support model (s).	Kindly provide details if query resolutions support for required systems covers for both L2 and L3 level OR only for L3 support?	Bidder to provide details of the available support models for the proposed solution

19.	<p>1. Interested bidders shall be required to meet the following requirements:</p> <p>vii. Give an outline proposal and operational model of the platform including typical components under the proposed model.</p>	<p>Kindly provide details if bidder can propose onshore / offshore execution model.</p>	<p>Bidders are expected to provide an overview of the proposal and the end to end design architecture for the platform, highlighting the key components envisioned within the proposed model.</p> <p>Onshore/offshore execution model does not relate to this requirement</p>
20.	<p>3. The firm may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture, teaming agreement, consortium, or sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.</p>	<p>We understand that KRA considers the experience of sub contractor also along with the prime bidder. Please confirm the understanding.</p>	<p>KRA will consider the qualifications of the joint venture, teaming agreement, consortium, or sub-consultancy with all the partners.</p> <p>For the joint venture, partners shall be jointly and severally liable for the entire contract, if selected. .</p>
21.	<p>1. Interested bidders shall be required to meet the following requirements:</p> <p>vii. Give an outline proposal and operational model of the platform including typical components under the proposed model.</p>	<p>Is there any specific requirement for implementations methodology (i.e. Agile, Waterfall etc.).</p>	<p>KRA has a preference for agile methodologies</p>
22.	<p>Provide indicative implementation period for each</p>	<p>Do we have any tentative duration for implementation, support and maintenance phases</p>	<p>Bidders are required to provide their shortest implementation timelines</p>

	application and for the whole platform	?	
23.	-	Please provide the more insights in training approach. Is training common for all the systems and what will be number of approx. number of audience?	This will be defined during RFP
24.	1. Interested bidders shall be required to meet the following requirements: viii. Provide information on possible timelines for implementing the solution by submitting a comprehensive project plan.	Please clarify on project plan. Do you require project plan separately for all the applications ? OR one project plan will cover all the applications phase wise ?	Bidders are expected to provide a comprehensive project plan that outlines the entire project lifecycle, from initiation to completion.
25.	Embed the best cyber security and risk management tools	Please provide details of existing cyber security tools which can help us proposing comprehensive solution.	KRA requires security embedded in the delivery of the solution with the solution life cycle delivery.
26.		We understand that KRA allows contracting in USD. Please confirm the understanding.	This will be defined during RFP
27.		We understand that payment term will be separate for each of the systems and it will be based on the certain agreed milestone. Please confirm the understanding or provide more details on payment terms if understanding is not correct.	This will be defined during RFP
28.		We understand that SLAs will be separate for each systems and the same will be mutually discussed and agreed upon at RFP or contracting stage. Please confirm the understanding or provide more details on SLAs.	This will be defined during RFP
29.		We understand that EOI is due to	The deadline for submitting

		be submitted on 12 September 2023. However, considering its overall scope, we request the extension of 1 month. Please confirm on the extension requested.	tenders has been extended to October 3, 2023 at 11:00 AM.
30	Employ cutting-edge technology, such as Artificial Intelligence, Block Chain, Machine Learning, Internet of Things (IoT), etc	Please clarify the use case of IOT and business case.	KRA expects the bidders to incorporate in their solution proposals where IoT technology will be applied to improve revenue mobilization and service delivery
31	Supporting modern technologies. Such as but not limited to RPA, Data analytics, data science, machine learning (ML) Artificial Intelligence (AI), cloud computing, block chain, and Internet of Things (IoT)	Please clarify if solution to be hosted on cloud? Is KRA has private cloud or we can use public cloud?	The proposed solution should be hosted on-premise and developed using Cloud Native technologies that are cloud vendor agnostic and can be deployed across any Cloud Vendors
32	c) Role-based profiling of user access and a support for single sign on across solutions within the Authority	Kindly confirm how many solutions within authority to be integrated with Single Sign On? Do you have any Active Directory within KRA?	KRA has an Active Directory All solutions components in the comprehensive technology platform to be integrated with Single Sign On
33	a) The use of the modern architectural designs that supports high availability within the data centers and across multidata centers for both the application and the database to ensure 100% availability	Could you please confirm how many Data Centers are currently used in KRA? Do you have Disaster Recovery site also present and will be part of the On Prem or Cloud?	KRA has 2 two active data centers, however KRA expects the solution to be implemented in the two data centers in addition to a third DR site The proposed solution should be hosted on-premise and developed using Cloud Native technologies that are cloud vendor agnostic and can be deployed across any Cloud Vendors
34	Provide a fully integrated (end-to-	Please clarify how many internal and external system to be	KRA requires to integrate with all sectors and therefore

	end) design encompassing the core applications with integrations to internal and external systems including partner government agencies' systems and the taxpayer ecosystem including their ERPs to facilitate tax compliance.	integrated?	the solution should have flexibility to accommodate all these integrations
35	EOI for each solution should be restricted to a Capability Statement of no more than fifteen (15) A4 pages. In addition, abridged CVs of no more than two (2) pages for each proposed key personnel should also be submitted.	Please clarify if the overall proposal should be around 15 Pages ? Or it should be 15 pages for each of the solution as mentioned in the EOI??	The page limit requirement was expunged and is no longer applicable. Refer to Clarification set "1"
	Scope Related	Is hardware required in this bidding?	For this EOI KRA requires hardware sizing for the solution
36	Scope Related	"2. Core Applications-New Customs Platform aligned to WCO and EACCMA 2019." —does it mean to develop a fresh new CMS system in this project?	KRA requires a comprehensive New Customs Platform aligned to WCO and EACCMA 2019. New Customs Platform aligned to WCO and EACCMA 2019. A modern digital solution developed to improve the efficiency, accuracy and transparency of customs operations while adhering to both regional customs regulations and the WCO's standards to foster streamlined and secure cross-border trade.
37	Infra Related	Do you plan to build new DCs for this projects?	Bidders are advised that New Data Centre (DCs) for this project are not required.
38	Technical Related	Do you have any preference on technical stack(open source/ commercial version) in some	KRA prefers best of breed and cost effective technology solutions.



		major components like virtualization, OLTP/OLAP DB, big data eco-system etc.	
39	Technical Related	"3. High availability Architecture -e) Ability to operate between various data centers." ——does it mean business continuity of disaster recovery solution? Could you pls describe this requirement in more detail?	The proposed solution should be deployed in high availability within the data centers and across multi-data centers for both the application and the database to ensure 100% availability even during maintenance
40	Technical Related	"6. Data driven Business intelligence- e) Self-service data visualization tools" ——does it mean big data platform and dashboard?	It's both big data platform and dashboard for the users to process ,customize and view their own outputs.
41	Qualification	How many reference cases are required to provide as proof of qualification?	Bidders to provide all relevant references
42	Qualification	How many CV are required to provide as proof of qualification, two?	Bidders to provide all relevant CVs
44		Kindly confirm if responses to the EoI should address ALL the stated requirements OR are bidders allowed to respond to selected sections of the Scope of Work? Specifically, should our response include and cover Core Applications 2.a AND Core Applications 2b? Are bidders allowed to respond to either one of them, based on bidder's experience and capabilities?	The proposal is for a comprehensive solution and must incorporate all the components
45		Could you please clarify whether the Kenya Revenue Authority expects vendors to provide a solution to all the core applications listed under the Scope of Work, point 2, or whether vendors may respond with details and experience regarding the core application(s) that pertain to their expertise only?	The proposal is for a comprehensive solution and must incorporate all the components
46		Could you please provide a list of all tax types in scope?	All government taxes, levies and fees that KRA is mandated to collect under the law from time to time. In

			addition to agency fees collected on behalf of other government agencies
47	3.0 Scope of Work	<p>The scope of work cover Supply, Delivery, Installation, Commissioning and Maintenance of Kenya Revenue Authority Comprehensive Technology Platform</p> <p>From this clause, we understand KRA is looking for a vendor who can supply, Delivery, Installation, Commissioning and Maintenance of Kenya Revenue Authority Comprehensive Technology Platform.</p> <p>Would like to know whether KRA has an existing Technology Platform?</p> <p>If yes, is KRA looking to enhance the features of the existing platform</p> <p>or</p> <p>looking to replace the existing platform with the latest one? Kindly clarify.</p>	<p>KRA has an existing technology platform and is seeking to replace it with a comprehensive technology platform</p>
48	3.0 Scope of Work	<p>The scope of work cover Supply, Delivery, Installation, Commissioning and Maintenance of Kenya Revenue Authority Comprehensive Technology Platform</p> <p>Kindly clarify the following.</p> <p>Is KRA open to Software and Application development as a green field (from the scratch) project or looking for off-the-shelf S/W & application solution with customization?</p>	<p>KRA is looking to leverage solutions/components that have been previously implemented, tried and tested – and with references of where they have been implemented.</p>



49	<p>3.0 Scope of Work Table 1: Detailed Scope of Work. 1. Enterprise Architectural design.-</p>	<p>Provide a fully integrated (end-to-end) design encompassing the</p> <p>core applications with integrations to internal and external</p> <p>systems including partner government agencies' systems and the</p> <p>taxpayer ecosystem including their ERPs to facilitate tax compliance</p> <p>Though this is an EOI, it would be better if you could kindly provide details (general details & count) of existing external and internal systems and estimated number of tax payers whose system/ERP need to be integrated from tax compliance stand point.</p>	<p>KRA requires to integrate with all sectors and therefore the solution should have flexibility to accommodate all these integrations</p>
50		<p>We would also like to know whether our proposal should cover only the new tax administration system and integration with the customs system or it should cover a new tax administration system and a new customs system.</p>	<p>The proposal is for a comprehensive solution and must incorporate all the components</p>
51		<p>There is a list of 6 Core Applications specified. The EOI must be for these 6 Core Applications as a single solution, or can the EOI be for single or multiple of Core Applications, but not amounting to all 6?</p> <p>For the association with other firms for this EOI, can this association arrangement be changed at a later stage when the RFP document is issued?. This is especially so when the firms have better understanding of the requirement and form better association for the benefit of KRA</p>	<p>The proposal is for a comprehensive solution and must incorporate all the components</p> <p>The proposed solution component providers to be maintained at this level and later stages</p>

		for the solution delivery	
52		Is it a mandatory requirement for the supplier to provide the solution for tax, Customs, Centralized Production Monitoring System and e-invoicing systems applications, all in a single platform? There is hardly any supplier who can provide all these applications in one platform. We want to have a confirmation if we could respond to only one or two solution components (applications) as part of our EOI response?	The proposal is for a comprehensive solution and must incorporate all the components
53		We will need time to identify, negotiate and decide on the partnerships. Hence wanted to check can we bid in as a single bidder at EOI Stage. We could decide on getting a partner at the RFP stage, post selection from the EOI stage ? Also, the model of partnership, such as Joint Venture, consortium and prime or sub could be decided later on?	The proposed solution component providers to be maintained at this level and later stages
54		Is the EOI for information purpose, or is it going to be a shortlisting process for the vendors?	The EOI will serve as a vendor shortlisting process.
55		How the project will be funded? Will it be solely funded from the tax authority, or will be securing international aid Such as funding from World Bank or IMF?	The funding will consist of a combination as may be necessary
56		Is there any preference to build on the existing technology investments or will you be looking at technology rip and replacement?	KRA has an existing technology platform and is seeking to replace it with a comprehensive technology platform



KENYA REVENUE AUTHORITY

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The clarification form part of the bidding document and is binding to the bidder. All other terms and conditions of the tender remain the same. You are therefore required to immediately acknowledge the receipt of this addendum.

Bidders tender closing date and time remains as **3rd October, 2023 at 11.00am.**

Regards,

Bernard Mukundi

For: DEPUTY COMMISSIONER - SUPPLY CHAIN MANAGEMENT

R/N