

28th September, 2023

RE: CLARIFICATION/ADDENDUM “SET 2”
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 visualization and	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,



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>	<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?</p>	<p>The proposal is for a comprehensive Technology Platform solution and should incorporate all the components</p>
10.	<p>e) Self-service data visualization tools</p>	<p>Can the bidder propose integration with third party analytics and visualization solutions as a support for analytics capability?</p>	<p>The proposed analytics tools should provide self-service visualization and be bundled with the proposed solution as a unified platform.</p>
11.	<p>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)</p>	<p>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 Machine Learning several iterations may be required before</p>	<p>KRA expects the bidders to incorporate in their solution proposals where IoT technology will be applied to improve revenue mobilization and service delivery</p>

		elaborate more on this requirement which can help us providing better solution.	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.	1. Interested bidders shall be required to meet the following requirements:	Kindly provide details if bidder can propose onshore / offshore execution model.	Bidders are expected to provide an overview of the proposal and the end to

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



KENYA REVENUE AUTHORITY

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	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.		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 Data Centres (DCs) for this projects?	Bidders are advised that New Data Centres for this project are not required.
38	Technical Related	Do you have any preference on technical stack(open source/ commercial version) in some major components like virtualization, OLTP/OLAP DB, big data ecosystem etc.	KRA prefers best of breed and cost effective technology solutions.
39	Technical Related	"3. High availability Architecture -e) Ability to operate between various	The proposed solution should be deployed in high

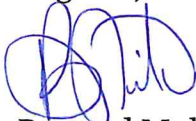
		<p>Comprehensive Technology Platform</p> <p>From this clause, we understand KRA is looking for a vendor who can supply, Delivery, Installation, Commissioning and Maintenance of Kenya Revenue Authority Comprehensive Technology Platform.</p> <p>Would like to know whether KRA has an existing Technology Platform?</p> <p>If yes, is KRA looking to enhance the features of the existing platform or</p> <p>looking to replace the existing platform with the latest one? Kindly clarify.</p>	<p>platform</p>
487	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>
48	<p>3.0 Scope of Work</p> <p>Table 1: Detailed Scope of Work.</p> <p>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</p>	<p>KRA requires to integrate with all sectors and therefore the solution should have flexibility to accommodate all these integrations</p>

		of our EOI response?	
52		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
53		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.
54		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
55		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

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.

The tender closing date and time remain as **3rd October, 2023 at 11.00am**

Regards,



Bernard Mukundi

For: DEPUTY COMMISSIONER - SUPPLY CHAIN MANAGEMENT

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