

**Tender Number: T15/05/21**

**Tender description: ISA Master Digital Platform**

**Question and Answers Version 1**

No.	Question	Type	Answer
1	In order to support you in this important endeavour and to do justice to our response, we request if possible to extend the closing date for a week, preferably two weeks to 4 June 2021.	Technical	The tender is extended to close on 7th of June 2021 at 11h00
2	5.1 Phase 1A Activities: pg 19 refers to, "The appointed Service Provider will be required to develop and implement a Master Digital Platform for ISA by designing and developing an IT Master Digital Platform Operating Model (MDPOM) that combines fourth industrial revolution and digital technologies and operations capabilities in an integrated, well-sequenced way to enable the organisation to achieve its mandate." Where it is stated "develop and implement a Master Digital Platform for ISA", does this mean the design and actual implementation of the platform in addition to designing and developing an IT Master Digital Platform Operating Model?	Technical	Firstly, it is the designing and developing the IT Master Digital Platform Operating Model. Secondly, where it stipulates design it implies a blueprint/proposal for a potential solution and where it stipulates implement we need to design a solution for ISA, once approved the solution needs to be implemented.
3	6.1 Project Timelines pg 23 refers to, 5.1.1 To define and implement the Business Process Architecture (BPA) to include the following: b) The Process Content Manuals (PCMs) which must include: "Access to role-players from National, Provincial and Local government, State-owned Entities and related project owners Access to Development Finance Institutions (DFIs), Multi-lateral Development Banks (MDBs) and potential investors (web and cloud-based functionality)", does this require bi-directional access and what kind of access is required, i.e. read / write / edit / review access?	Technical	The access required for stakeholders will be of a read/write/edit/review depending on their requirements into our system. These stakeholders will access one-directional into the ISA system in order to register, review view dashboards, etc. dependent on the phase of the projects i.e. development or construction stage as an example. Where we have roleplayers as stipulated in item 3 we require recommendations on which infrastructure systems we can engage within their respective environments
4	5.4 Phase 3A Activities: pg 22 refers to, "The appointed Service Provider(s) will be required to commence work immediately after signing the contract and must provide the services for phases 1A and 1B over the next 12 months, phase 2 over next 12 months and phases 3A and 3B in the last 12 months of the contract. The contract period is therefore phased over 36 months, subject to project performance." we have noted that phase 2 involves the technical infrastructure to support the Master Digital Platform for ISA yet it falls in the phase following phase 1A and 1B 12 months afterwards. Will the phase 2 technical infrastructure work not be required prior to phase 1A and 1B?	Technical	The appointed service provider firstly need to develop the IT Operating Model and its processes for the portfolio toolset as stipulated in phases 1A and then implement the portfolio toolset. In phase 1B then develop the integration architecture blueprint for ISA to ensure alignment to ISA IT operating model. In essence we require a toolset that function over the entire project lifecycle and track all related costs at a portfolio, programme and project level. In phase 2 we require the complete design and implementation of the data warehouse in ISA and in phase 3A is a blueprint as it stipulates to design of the back-end systems or architecture

<p>Refers to, "5.4.1 Define and design the ISA Back-end Architecture to include the following:  a) An integrated HR, Finance, and other related systems that can support ISA  b) An in-house Procurement system  c) An in-house Secretariat system for all ISAs governance committee documentation and meetings requirements.", please provide required functionality and or size of ISA organisation in the areas of Finance, HR, other required systems, procurement and the secretariat systems?</p>	<p>Technical</p>	<p>Currently ISA as an organisation is less than 50, so the back-end systems need to support an organisation currently to a maximum of 100 resources initially. The high-level functionality of the HR system is electronic leave, printing of salaries and IRP5's for tax purposes, internal applications system for vacancies, staff payments and performance reviews in the system. The functionality for the Finance system is the financial management system of the organisation i.e. balance sheets, income statement, etc. The high-level for the Procurement system is to procure goods and services through a system, generate purchase Orders, appoint consultants/contractors and maintain payment schedules for contractors/consultants. The secretariat high-level activities for this system is to ensure we capture board/executive committee meetings, minutes and distribute to relevant stakeholders so we can keep record of all these engagements.</p>
<p>The RFP outlines the scope and delivery timelines over a 3 years period covering multiple phases using a waterfall-type approach:</p> <p>- 1A: Define and implement the Business Process Architecture (BPA)&gt; 1B: define and implement the Business Process Architecture (BPA)&gt; 2: define and implement the Business Process Architecture (BPA)&gt; 3A: Define and design the ISA Back-end Architecture&gt; 3B: Training and Change Management Programme.</p> <p>Considering the need for Infrastructure SA to stand a functional structure up quickly and already, as we understand, undertake its responsibilities of processing submitted projects as well as the prospective cost of a longer term project both in terms of price as well as changing requirements resulting from both organisational and environment changes as well as changes in the technology landscape, can you advise on:</p> <p>a) The driver for spreading the work over 3 years and provide details, e.g. organisational set-up constraints, legislative considerations, governance processes, budgetary constraints etc.; and  b) Whether there is openness on the part of the IDC and Infrastructure SA to an approach that looks at covering more of the scope sooner so as to move faster in putting the platform as the foundational support for ISA processes into place and to find opportunities to reduce the cost of the platform vs. a process that is potentially drawn out over a 3 year period?</p>	<p>Technical</p>	<p>To answer the questions (a) the digital platform operating model RFP is also aligned to the consultants that will work on the RFP for establishing ISA as an state owned entity and aligned to its business case and ISA primary objectives. On question (b) if on the RFP the consultants can cover the scope sooner, IDC and ISA are willing to look at relevant proposal to achieve their objectives faster as well. For now we sticking to a 3 year period of completion</p>

<p>"We confirm that this price covers all activities associated with the service, as called for in the RFP document. We confirm that IDC will incur no additional costs whatsoever, other than in respect of VAT, over and above this amount in connection with the provision of this service." – page 31 of T15 RFP</p> <p>The request in the proposal is for the provision of fixed pricing for the Master Digital Platform over a period 3 years. To provide pricing that the IDC and Infrastructure SA can rely on covering the scope additional input that will not be clear until the initial business process architecture phase is finalised, e.g. number of business processes to be covered, detailed inventories detailing out what the system inventory outlining system elements that need to be implemented, e.g. reports, interfaces, conversions, enhancements, customisations, forms and workflows. Additionally, the level of firm pricing required takes longer to solution for and price, making it difficult to provide a proposal that meets the IDC requirements in the time provided. Is the IDC open to:</p> <ol style="list-style-type: none"> <li>1. Firm pricing for the initial phase and indicative pricing for the phases thereafter. If yes, can the IDC confirm the number of business process areas or business processes that need to be catered for phase one. If no, can the IDC provide all suppliers with the same information covering       <ol style="list-style-type: none"> <li>a) Number of business process areas that the Master Digital Platform with support;</li> <li>b) Number of processes and complexity; and</li> <li>c) An inventory of expected system functionality, e.g. reports, interfaces, forms, workflows, customisations etc. to allow for detailed pricing and reduce the amount of assumptions respondents need to make; or</li> </ol> </li> <li>2. Changing the pricing approach to a rate card covering the various skillsets that would be needed throughout the 3 years so that a basis for comparison is in place, but there is room to solution and provide pricing as decisions are made and the scope becomes refined.</li> </ol> <p>It is our considered opinion that pricing provided with the current information on hand requires a fair amount of assumptions, which may be based on our previous experience, but may not be aligned to yet to be defined ISA requirements.</p>	
<p>1. Scope of Work: The scope of work for some of the subsections are slightly different. Does this mean that the Integration Architecture and Back End architecture only need to be designed, whilst the middleware (including data warehouse) and BPA needs to be defined and implemented? The subsections are as follows:</p> <ol style="list-style-type: none"> <li>a. Phase 1A: Define and implement</li> <li>b. Phase 1B: Define and design</li> <li>c. Phase 2: Define and implement</li> <li>d. Phase 3A: Define and design</li> </ol>	<p>Technical</p> <p>Yes where we stipulate design means a blueprint/design/proposal to be implemented and where we stipulate implement you need to provide a solution, and once accepted the solution needs to be implemented.</p>
<p>Technical</p> <p>We are applying firm pricing and the business processes that you are referring to is part of the functions of ISA, where it clearly stipulates the major functions within ISA, and they act as a ISA business processes within the organisation which is linked to the development of our Digital Platform Operating Model.</p>	

9	<p>7.1.4 mentions experience in MDPOM (3 times in last 5 years). This is unlikely to have occurred in South Africa before. However, many companies would have had experience in the Business, Information, Application and Integration architectures (Enterprise Architecture). Would a company that has Enterprise and IT Architecture be considered for this tender.</p>	Technical	<p>As stipulated in the bid document the experience required is for master digital platform experiences as per our criteria</p>
10	<p>We are interested in responding to this request for proposal – RFP IDC T15-05-21-ISA-DEVELOP AND IMPLEMENT THE MASTER DIGITAL PLATFORM FOR INFRASTRUCTURE SOUTH AFRICA (ISA). Unfortunately we will not be able to prepare a response within the specified timelines and humbly request that the department grant us an extension to the 11th June 2021</p>	Technical	<p>The tender is extended to close on 7th of June 2021 at 11h00</p>