

Clarification/ Information Required	Response
Can you explain the Karandaaz compliance and security requirements/protocols?	There is no compliance and security standards/protocols documentation available at this point in time therefore the needs/expectations will be discussed with the successful bidder. However, we will rely on global standards and best practices recommended by bodies like Cloud Security Alliance to be implemented for ensuring data security, confidentiality, integrity and availability (at rest and in motion). Also, we would expect the offered solution to meet global standards for identity access management, activity logging, user monitoring etc
Please explain what does the content mean here?	"Content" within RFP means messages, prompts, banners, automated comms/emails etc based on triggers/business logic etc. Also, at this stage we anticipate that ERP would offer some screen space in modules like HR for instance where an org wide view of News, Birthdays, who's on leave etc can be dynamically loaded
As per RFP price to be quoted in PKR. For software part we need to quote the price in USD as payment has to be made to Principal in USD and similarly Software Annual maintenance has to be paid in USD, therefore this is not possible to quote Software price and annual maintenance in PKR. We request that Karandaaz to kindly reconsider this clause.	The price must be quoted in PKR, Contract will be issued in PKR and payments will be made in PKR. It is bidder call to incorporate currency fluctuation risk in commercial proposal
Kindly explain high level requirements of Karandaaz	The RFP and responses to these queries collectively provide more than a "high level" view of Karandaaz requirements. Detailed requirements to be collected, finalized and signed off as part of the project by the selected partner
Please share total number of employees in karandaaz and how many of them will use self service	Total Number of Employees (Active): 57 Number of Employees who will require self-service (right now): 57 * Total approved head count for the year is 71 employees.
"Ability to scan an unlimited number of attachments including over time sheets and leave slips directly through the system and attach those documents to the appropriate payroll record". Please Clarify the requirement	We basically mean that there isn't a fixed number of attachments that may be required. Some payroll records/entries may require multiple attachments such as time sheets (currently done manually on paper based forms for overtime claims only). Typically one timesheet for overtime claim is submitted for a pay cycle for any particular record. Therefore, rather than the word "unlimited number", consider "multiple" for business needs purposes at this stage. We envisage that an attached document will be visible when the employee clicks on the line item showing the amount (e.g. Overtime payment if mentioned in the payslip and clicked on will show approved overtime sheet attached for that employee)
What functionalities are required in Leave Management ?	The system should have the functionality where employees can apply for leaves and they can be approved by the respective line managers. Also the leave balances should be maintained in the system as per policy and be able to accrue the leaves on a daily basis. Leaves should be updated automatically at the end of the fiscal year as per policy
"Travel Request System" More clarity is requested	The user should be able to initiate the request for local. International travel, get approvals from relevant authorities, submit travel reports and submit expense claims as well as attach receipts etc for reimbursement so that the whole travel process is digital.
"Recruitment & Talent Pipeline module" More clarity is requested	The recruitment module should be linked to the careers page of our website and replace the current practice of receiving email applications. The system should have a capability for the applicant to create a resume and the system should be able to sift through the whole pool of candidates to longlist the applications who meet the minimum requirement as well as highlight the best suited candidates based on keywords used. (something similar to workday). The system should also be able to create unique identity of an applicant and highlight to the recruiter if the same person has applied before. It should also give the recruiter the ability to tag the application for a certain position in the org if he/ she is not suitable for the current position. This pipeline of candidates should be pulled by the system alongwith fresh applicants for any open job. We require a fully automated recruitment module which takes us from receipt of resumes to shortlisting to scheduling of interview to interview scoring and finally tagging a person as top ranked, runners up or suitable for another position. Last step would be sending out regret emails.
"Performance Management - customized to our specific requirements" More clarity is requested	System should have the ability to customize evaluation forms (probationary, annual and Balanced Score cards) as per KRN requirement and scoring methodology to lock KPIs at the start of the year, send automated emails to staff for revisiting mid-year and also finalize the self evaluation and supervisor, HR and CEO evaluation at the end of the year. The supervisor & employee should also be able to record significant event/ accomplishments/ warnings/ milestones during the year.
Do we need to quote Hardware price including OS. Beside ERP Software do we require to quote price for any other software (please advise details of those Software). Or we need to provide HW specifications only.	Karandaaz does not expect to incur any cost on Hardware. The idea of going with SaaS model would be defeated. However, if any bidder feels that a Hardware component is essential for successful implementation of their offering, they may include the cost of hardware (upfront and ongoing) which will be considered as part of total cost and compared with other total costs offered by competitors

Hardware and Software requirements for the system. Mean we need to provide details of HW specification and necessary software to run an ERP. Or do we need to quote the prices for same HW.	Karandaaz does not expect to incur any cost on Hardware. The idea of going with SaaS model would be defeated. However, if any bidder feels that a Hardware component is essential for successful implementation of their offering, they may include the cost of hardware (upfront and ongoing) which will be considered as part of total cost and compared with other total costs offered by competitors
Kindly clarify scope of data migration, In EPR implementation projects we take master data (under each module) and cut-over balances to newly implemented system.	At this stage we can only confirm that data and information is stored on individual machines as well as google drive in commonly used formats such MS Word, MS Excel PDF. Also, there is HR data available from a HRIS (WebHR) in place and Finance and Accounts leverage MS Dynamics for a certain set of transactions and record keeping. All in all it would be expected that all such data can be moved across to ERP as a single source of truth for historical data as well new data that gets created post implementation
You had asked for price break up. You know ERPs are integrated solutions and project also run in integrated manner and project activities overlap to each other. 2ndly, when this is fix price bid not on Time & Material base. It would be difficult to show the accurate picture while breaking project price in different phases.	The cost component of the bid will be evaluated on 3 parts: Implementation cost till Go Live, Yearly licensing cost and Yearly Support and Maintenance cost. Price breakup requested is only for Implementation part which is not an extra ordinary requirement. However, if there is any challenge in providing that breakup at the time of bid submission then bidders may only submit a lum sum figure in the provided table. Karandaaz shall reserve the right to request for breakup of implementation cost as part of evaluation process if necessary
Please clarify if 3 Year Maintenance (Year 1, 2 & 3) is only pertains to Software Annual Maintenance cost?	Karandaaz expects an implementation/project cost to cover off customization/s and deployment, yearly licensing/running cost and yearly support and maintenance cost to cover off helpdesk, patching, upgrades etc from software/infrastructure perspective
What about Implementation Support (SLA) Cost for 3 years. This point can be further related to Page 18 /Phase 5: "Support & Maintenance / a: Provide onsite,online and/or telephonic support and maintenance service for the ERP system for a period of 36 months after acceptance of the system by Karandaaz Pakistan." Please clarify if bidder should add 3 years Implementation Support (SLA) Cost as separate line-item in Price Schedule ?	1 Line item for each of the 3years post Go Live
Kindly share business process details for which chatbots, social media integration and Machine Learning is required	Specific requirements are not known yet. As an example, Public Relations and Comms department at Karandaaz would need integration with social media for broadcasting updates/information/marketing material. Implementation of such tools will be opportunity based which will be identified during the requirements phase. Therefore an ERP with such capabilities is desired at this stage
Kindly share the brief details of recruitment process requirement. Is it E-Recruitment or simple applicant details are required ? Please clarify	Please refer to query at serial number 10 regarding "Recruitment and Talent pipeline module"
What kind of surveys and polls are required, kindly explain business requirements in brief	A functionality should be there in case HR/ any other team wants to conduct a quick opinion poll on any matter for example a survey about confidence/comfort level of employees regarding returning to office with COVID still around
Explain the functionalities and process details which will be utilized through Mobile Apps	Opportunity based which will be identified during the requirements phase. However, HR module complimented by a Mobile App would remain of core interest
Kindly elaborate requirements under IT Support and Helpline	Ongoing helpdesk support for trouble shooting and user support. Typical SaaS support
Which features of system needs to be integrated with Google Suite. Please clarify	None identified at this stage. Open to suggestions from bidders and opportunities that may arise during the project
Please clarify if Portal will be accessible to external users or internal users only and also explain what kind of interactions users will perform with Karandaaz.	Primarily internal but limited associated concerns as well. Usage could be for accessing assigned modules/features/functionality based on user access. As far as associated concerns (external users) are concerned, at this stage potential job applicants (HR module), partners for submitting applications/bids (Procurement module) and sub-grantees for their grant management and interaction with Karandaaz should be taken in to account
Please clarify the relation between Loan Management and Accounts receivable in the context of Karandaaz requirement.	Loan Management should cover all aspects from disbursement to tracking based on tenor, maturity, outstanding amount, rate of return, days past due (30,60,90-day alert triggers).This will be reflected in an account management module as account receivables incorporating the above variables. Some degree of customization will be expected as far as loan portfolio classification is concerned.
Please clarify the requirement of Consolidation, when there is only one legal entity.	In future there will be more than one entities (Parent and subsidiaries' financial management are to be adapted in ERP) for which consolidated reports and accompanying statements are required.
Please explain the functionalities and process details which will be utilized through generation of loan schedule and alerts.	Triggers for days past due to Risk Participation (30, 60, 90 days), industry risk-based triggers, watchlist account triggers, NPL triggers. These will be linked to either the Partner Financial Institution or to internal risk management processes

Please explain which business process needs of Customer classification (type), Credit worthiness rating, Customer's agreement details, Customer contact details, Need clarification	Please explain which business process needs of Customer classification (type), Credit worthiness rating, Customer's agreement details, Customer contact details, Need clarification RISK 1. MIS DATE 2. ENTITY TITLE 3. BORROWER CODE AS PER eCIB 4. FINANCIAL PARTNER 5. INDUSTRY / SECTOR OF OPS 6. PRODUCT TYPE 7. ACCOUNT NUMBER 8. CONTRACT START DATE 9. CONTRACT MATURITY DATE 10. REPAYMENT FREQUENCY 11. APPLICABLE BASE RATE 12. SPREAD OVER BASE RATE 13. AGGREGATE LIMIT AMOUNT 14. AGGREGATE OUTSTANDING AMOUNT 15. MARK UP 16. KRN SHARE % 17. OUTSTANDING AMOUNT KRN 18. OUTSTANDING AMOUNT FINANCIAL PARTNER 19. OBILIGOR RISK RATING (ORR) 20. DPD STATUS (Y/N) 21. DPD DAYS 22. DPD AMOUNT 23. WATCHLIST (Y/N) 24. CLASSIFICATION STATUS (FOR NPLs) OAEM, SUBSTANDARD, DOUBTFUL, LOSS 25. PROVISION AMOUNT 26. COLLATERAL TYPE
Please explain the requirement of electronic notification in document posting process	Email notifications, system generated emails, prompts, reminders, warnings etc that are business rules based
Please provide more details about deposit information such: type of collateral in payment processing.	RISK KRN is not a deposit taking entity. Partner financial institutions manage collateral processing which follow the usual categories of vehicles, stock hypothecation, mortgage, pledge, liens and cash. The list provided above is not exhaustive given the nature of our business and the leeway provided by the SBP SME Regulations for lending to SMEs.
Need more explanation regarding 'Allow recurring payment to be deleted within its period of payment'	Any recurring payment are scheduled for processing should be treated such that we can edit, suspend, resume, and delete them in the system. It should not be restricted to payment period.
Please explain requirement pertains to payment proposal editing.	The above-mentioned triggers and any of the business processing variables if assigned as triggers will act as determinants of the payment processing module and act as pre-requisites to the execution of the payment processing program if so indicated.
"Bank statement transactions that can be recorded include, for example:" We assume requirement is mentioned completely	We intend to capture all bank transaction reflecting on the bank statement by the ERP (excel, pdf, csv or similar formats)
How Karandaaz is doing their existing planning? Is there any existing tool or manually in excel sheets?	MS Dynamics GP is being used for recording and reporting all financial information
Do Karandaaz require strategy and financial planning solution in the ERP or only planning solution related to project?	Ideally all but planning remains a key focus area
What is current planning cycle?	July 1st to June 30th, Quarter based
Is there any requirement for CAPEX & OPEX planning?	Yes. ERP should offer functionality/feature for setting up CAPEX/OPEX, updating it, reporting and tracking
Please explain what is meant by "Provide Agile development support"?	If any add ons are required post go live, the change cycle should be run seamlessly with minimal disruption to the live system
Please explain "Should be able to Integrate to bidding / tendering /Sourcing"? Does it mean integrating project planning process with bidding/tendering/sourcing?	Yes. To initiate and manage any procurement related to a project setup in the ERP. It might be a view for tracking and visibility while the actual procurement process is run using the procurement support module
Is there any need for Invoices Scanning/ capturing/OCR/ Workflow approvals requirements in Accounts Payables ? Please explain	Invoices Scanning, capturing and OCR is needed so there is minimal chance of errors and duplication. Workflow approvals needed and should be segregated between Procurement and Finance Departments.
Is there any content management & archiving solution requirement? Please explain	Not at this point in time. If there is a genuine opportunity discovered during the implementation, it may be discussed with the selected partner
Please clarify the business requirements	The RFP and responses to these queries collectively provide more than a "high level" view of Karandaaz requirements. Detailed requirements to be collected, finalized and signed off as part of the project by the selected partner
Can Bidder propose Implementation Methodology for their own proposed solution? which is Activate Methodology for SAP S/4 HANA (ERP Solution). Activate methodology was designed by SAP for the implementation of their state-of-art HANA based solutions (helping clients to have smooth transformation experience)	Yes
It would be great if Karandaaz can elaborate the project scope w.r.t. to each Business Vertical.	The RFP and responses to these queries collectively provide more than a "high level" view of Karandaaz requirements. Detailed requirements to be collected, finalized and signed off as part of the project by the selected partner

<p>Please mention the required number of Users for</p> <ol style="list-style-type: none"> 1) Financial Management 2) Human Resource & Payroll Management 3) Procurement & Inventory Management. 	<p>A definitive number for specific usage can not be declared as it will change over time. Indicatively there are currently 57 employees who would be using the ERP in different capacities. For the current FY, the approved headcount is 71. The number can change with time. We expect a user access control/management mechanism in place that allows for flexibility to grant access and access types to modules</p>
<p>Please specify the number of users that will be using the ERP system (It will be great if a department/ team wise list is shared)</p>	<p>A definitive number for specific usage can not be declared as it will change over time. Indicatively there are currently 57 employees who would be using the ERP in different capacities. For the current FY, the approved headcount is 71. The number can change with time. We expect a user access control/management mechanism in place that allows for flexibility to grant access and access types to modules</p>
<p>As one of the key missions of Kaarandaz is to establish the Mid Market sector in Pakistan and enable them with all relevant facilities</p>	<p>Revenue of over USD 600,000 or PKR 100 million will be acceptable</p>
<p>Is Kaarandaz currently using any system, which they will want to integrate with ERP. If Yes, some details regarding that system will help us provide optimum solutions.</p>	<p>HRIS (WebHR) and MS Dynamics for certain finance/account transactions/processes. Integration is not required as Karandaaz intends to move across to the ERP as a single organization wide system</p>
<p>Following scope of work items will require a little more detail in order to position best possible solution, if Karandaaz team can elaborate their current process regarding these modules</p> <ul style="list-style-type: none"> • Funds & Grants Management • Planning & Budgeting • Investments and Portfolio Management 	<p>Detailed processes can not be shared at this stage. However, if it assists in any way, for funds and grant management the lifecycle entails due diligence phase for vetting candidates, setting up of record/contract with selected sub grantees including milestones/deliverables, reporting on milestones/deliverables, approval and fund disbursements. For planning and budgeting, the ERP should allow for top-down as well as bottom-up planning/reconciliation. A budget is allocated as per an approved work plan, budget is distributed across projects and phases of projects, expense targets are set with a quarterly view, expenses and tracked and reported on need basis. Budgets/Expenditure plans may also be revised during the year. Investments and portfolio management works around product offerings/investments/funding, customer/partner profiling, association to cost centres, investment performances, earnings in shape of dividends and/or selling equity</p>
<p>In order finalise the User Bill of Materials, we request you to fill the table below with the required quantities</p>	<p>A definitive number for specific usage can not be declared as it will change over time. Indicatively there are currently 57 employees who would be using the ERP in different capacities. For the current FY, the approved headcount is 71. The number can change with time. We expect a user access control/management mechanism in place that allows for flexibility to grant access and access types to modules</p>
<p>Most global software companies license software and maintenance in foreign currency. Bidding in line with current RFP defined methods, would mean that this price would have to be significantly hedged for future payments in PKR, causing Karandaaz to possibly be forced to pay a higher amount. It is requested to consider revising this to actual foreign currency rates as per actual prevailing at the time of payment.</p>	<p>The price must be quoted in PKR, Contract will be issued in PKR and payments will be made in PKR. It is bidder call to incorporate currency fluctuation risk in commercial proposal</p>
<p>Please confirm the term of the cloud hosting period as well as separate confirmation for Support (SLA), as Support (SLA) will only begin once project is live, whereas cloud hosting term will be initiated during execution of the project.</p>	<p>Karandaaz aims to use the ERP as SaaS therefore cloud hosting will not be seen as a separate/independent arrangement. Initially, Karandaaz is seeking cost for implementation and 3 years post Go Live period</p>
<p>Please confirm regarding the Level of Effort Chart requirement, as the project will be delivered as a fixed price, deliverable based contract with complete delivery responsibility on the bidder.</p>	<p>Your understanding is correct</p>
<p>Level of Effort Estimation Chart contains Project Role and effort in days by deliverable. Kindly confirm if vendor can submit the same in their own format, as the best practice for team composition may be different for different ERP solutions proposed in line with OEM and Global practices.</p>	<p>Bidders must comply with the standard format given in RFP, however bidder may also provide support document with the standard template</p>
<p>Please confirm if client own letterhead and format reference letter/completion certificate along with PO/contract shall suffice as reference since not all customers are readily able to generate such letters on demand within our timeline constraint for submission to Karandaaz.</p>	<p>Bidders can attached past performance certificate, PO's or contract which fulfill the RFP requirement. However Karandaaz at any stage of bidding process may request the bidder to provide client own letterhead and format reference letter.</p>
<p>With respect to Cost of the Implementation, please confirm if alternate table may be used as in case of fixed price contracts, daily rates are generally not required when payments are to be made based on completion of certain milestones.</p>	<p>You can use alternate table as a support document to the format given in RFP</p>
<p>Please confirm with respect to contract period and maintenance period. Both are mentioned as 3 years, however, the start date of both shall be different.</p>	<p>Karandaaz expects an implementation/project timeline to cover off customization/s and deployment for achieving Go Live. Yearly support and maintenance for 3 years post go live</p>
<p>It is mentioned that payments will be made against successful completion of milestones and will be negotiated separately. However, for clarity it is mentioned that Licenses and first year prorated support of software is always payable in advance. Software support for subsequent years is paid yearly in advance as per global OEM policy. For services this point is agreed.</p>	<p>Agreed</p>

Please confirm if partner add-on solutions can also be proposed for implementation in tandem with OEM software for complete compliance to requirements (customized solutions/modules).	Bidders choice. Total cost will be compared to other bidders total cost for comparison
'Native SaaS' and 'exclusive environment (database and application)' are contradictory requirements. All SaaS offerings are offered in a public cloud model and these do not have 'exclusive' application and DB for a particular customer. Given the general data security/privacy requirements in Pakistan, we suggest revising this clause as "Karandaaz's exclusive application and DB instance hosted locally in Pakistan."	Karandaaz is not seeking a Native SaaS offering in particular. We are interested in SaaS model only with exclusive application and DB instances hosted on cloud preferably in Pakistan
There is no mention of user quantities/number of users by modules/business processes or needs. This information is required to compute software licenses/ subscription pricing. Otherwise each vendor will propose a different License Bill of material and hence a correct price comparison will not be possible for Karandaaz. Kindly provide	A definitive number for specific usage can not be declared as it will change over time. Indicatively there are currently 57 employees who would be using the ERP in different capacities. For the current FY, the approved headcount is 71. The number can change with time. We expect a user access control/management mechanism in place that allows for flexibility to grant access and access types to modules
Please confirm if the verticals mentioned here are registered as separate legal entities or part of a single legal entity i.e., Karandaaz as business units.	Single entity i.e Karandaaz Pakistan. However, the ERP must be scalable to induct any sister concerns in future
Please confirm if partner add-on solutions can also be proposed for implementation in tandem with OEM software for complete compliance to requirements (customized solutions/modules).	Bidders choice. Total cost will be compared to other bidders total cost for comparison. The cost must be provided as
As per standard business practice, only master data and closing balances are migrated to the new system. Please specify if any other data needs to be transferred/migrated ?	At this stage we can only confirm that data and information is stored on individual machines as well as google drive in commonly used formats such MS Word, MS Excel PDF. Also, there is HR data available from a HRIS (WebHR) in place and Finance and Accounts leverage MS Dynamics for a certain set of transactions and record keeping. All in all it would be expected that all such data can be moved across to ERP as a sinmgle source of truth for historical data as well new data that gets created post implementation
"Multiple companies and multiple divisions with different chart-of-accounts must be supported" Does this mean that Karandaaz is operating multiple companies/legal entities with consolidation at multi-levels or it provides financial support to many companies/legal entities and requires consolidation of their CoA into Karandaaz CoA?	Karandaaz at the moment is not operating multiple companies but in the future, we intend to add multiple book of account of subsidiaries and the ERP should be flexible enough to adapt separate financial management of parent and subsidiaries. The feature of consolidated accounts is also required.
In either case please confirm if this requirement is to assess system capabilities or such consolidations will be part of implementation as part of scope to be delivered within the stipulated contract period?	To be in the safer side, consider the consolidation phase as part of implementation phase of the contract.
"Management reports including P&L reports, a module with ability to set limits, view current outstanding, set pricing, tenors, security structure, disbursement date, maturity date, sectors, covenant tracking, while enabling generation of analysis reports Support planning, investment processes for: Capital investments, such as the acquisition of fixed assets, investments in research and development and maintenance programs/projects. Please explain this requirement. Please explain this requirement	Karandaaz investments team expect the ERP system to enable setting up, maintaining, updating and reporting on various stages of investment lifecycles. A snapshot of lifecycles is also provided as an attachment . Key areas of interest that require coverage are: Management report; CIC Department's Profit & Loss for both credit and equity investments Overall portfolio exposure vs approved limits by sector, type of credit and client Monitor credit transactions (incl. pricing, tenors, security structure, disbursement date, maturity date, sectors, covenant tracking and repayments) Documentation Support Investment disbursement and repayment process Portfolio Analytics Recording of Private Equity Investments Monitoring against Condition Precedents and KPIs Documentation Support Documentation of Investment Process Flow Approval Monitoring of Consulting contracts Investment disbursement process
Cash ManagementAbility, Bank Reconciliation; Ability to enter bank statement details: Bank Statements are received in Excel/Acrobat format manually by electronic means" This is to be mentioned here for clarity that the statement has to in an electronically readable format. Please confirm this understanding	The statements received can be in excel, pdf, csv or similar formats. The ERP should be flexible enough to scan and embed these formats in it.
Accounting Period	July-June but can vary for associated companies
"Able to control users to access past period for adjustments (e.g. to re-open a period that has been closed)."	Adjustment periods should be defined so if changes are required in a period these should only be reflected in adjusted period and not override the past periods.
As a control check past closed periods should never be reopened, instead adjusting periods should be used for adjustments. Please confirm if this understanding	Yes this is accurate.

<p>Most leading principals deal in USD or EUR and convert their prices to PKR on prevailing rates. Given the extreme forex volatility it's very difficult to predict and hedge the exchange rate risk. Kindly review/ clarify</p>	<p>The price must be quoted in PKR, Contract will be issued in PKR and payments will be made in PKR. It is bidder call to incorporate currency fluctuation risk in commercial proposal</p>
<p>Native SaaS' and 'exclusive environment (database and application)' are contradictory requirements. All SaaS offerings are offered in a public cloud model and these do not have 'exclusive' application and DB for a particular customer. Given the general data security/ privacy requirements in Pakistan, we suggest revising this clause as "Karandaaz's exclusive application and DB instance hosted locally in Pakistan.</p>	<p>Karandaaz is not seeking a Native SaaS offering in particular. We are interested in SaaS model only with exclusive application and DB instances hosted on cloud preferably in Pakistan</p>
<p>There is no mention of user quantities, this information is required to compute software licenses/ subscription pricing. Kindly provide.</p>	<p>A definitive number for specific usage can not be declared as it will change over time. Indicatively there are currently 57 employees who would be using the ERP in different capacities. For the current FY, the approved headcount is 71. The number can change with time. We expect a user access control/management mechanism in place that allows for flexibility to grant access and access types to modules</p>