



INTER-GOVERNMENTAL STANDING COMMITTEE ON SHIPPING

A large, faded version of the ISCOS logo is centered in the background. It features a grey silhouette of a ship on light blue wavy lines, with the word "ISCOS" in a light red font.

ISCOS

BUSINESS REQUIREMENTS FOR ERP SYSTEM

SEPTEMBER 2022

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1. Background

Inter-Governmental Standing Committee on Shipping (ISCOS) is a regional body established through a Treaty, way back in 1967, by the Governments of Kenya, Tanzania, Uganda and Zambia to take care of the Shipping and Maritime Interests of its Member States and the region at large.

Given the international nature of shipping, ISCOS' activities extend to much of the Eastern and Southern Africa. In fulfilment of its mandate, ISCOS works and collaborates with various institutions, regionally and internationally.

ISCOS' mandate is to promote and advocate for competitive shipping and maritime services, advise on matters of policy and practice in the industry, undertake industry research and disseminate information on emerging contemporary issues, advocate for and promote efficiency in logistics and economic competitiveness in shipping and international trade, organize and capacity-build importers and exporters, develop strategies that complement regional initiatives on the seamless flow of trade and generally protect the interests of importers and exporters.

ISCOS aims to automate its functions for various processes, and the below are the expected benefits for implementation of the ERP system.

1. Eliminate repetitive manual processes
2. Eliminate data silos
3. Enhance data integrity
4. Introduce seamless processing of interdependent business processes

2. Objective of the ERP System Implementation

The objective of this assignment is to automate manual processes and create controls to ensure ISCOS's operational efficiency.

To achieve effective service delivery to all the stakeholders, ISCOS has realized the need to be an efficient organization.

As part of its corporate strategy ISCOS has identified its ICT as a key enabler of achieving its objectives.

The key automation objectives are:

1. Improvement of Decision making.

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- 2. Operational efficiency through implementation of ERP for the Financial Management processes, procurement and stock control, HR & Administration and integration with other in-house systems such as the accounting software QuickBooks among others.
- 3. Document and automate internal business processes

The ERP solution should facilitate ISCOS in business process re-engineering and ensure adoption of best practices.

The implementation of ERP solution shall involve the following key tasks:

1. Documentation, optimization of business processes for efficiency and effectiveness.
2. Adoption of best practice
3. Preparation of user manuals for the ERP processes operations manuals
4. Data transfer from legacy systems
5. Training of staff and knowledge transfer
6. Software customization/configuration installation and commissioning

3. Scope Of Work

The scope of work will include the following:

1. Requirements Assessment Review and Gap Analysis
 - Review and refine system requirements where necessary and to a limited extent.
2. Solution Design
 - Re-affirm the solution design, customize to inform the system design and architecture document.
 - Define the infrastructure requirements for the solution.
(The hosting infrastructure will be provided by ISCOS. The bidder is only required to provide the minimum infrastructure hosting specifications required by the solution)
3. Supply and Implementation of the proposed solution with workflows including the following components:
 - a. Human Resource Module.
 - b. Finance Module.
 - c. Supply Chain Management Module.
 - d. Internal Audit support capabilities.

- e. Project Management Capabilities.
 - f. Contract Management
4. Data migration and input / conversion
 - Assess current systems and data, develop and implement a data cleaning / conversion and migration plan (The volume of data that needs to be migrated is about 100 GB with an expected annual data growth of about 15GB)
 5. Knowledge Transfer and Training:
 - Prepare a training plan and conduct training sessions for users, develop system training material, operations manual for end users and technical documents for ICT Staff for the solution (soft and hard copy);
 - Prepare and implement a knowledge transfer plan to enable further customization, support and maintenance of the solution (level 2 and 3 support) by ISCOS staff leading to certification in the solution.
 6. Acceptance testing and Commissioning:
 - Design, customize, test, pilot and deploy all modules of the proposed solution as per the approved assignment implementation plan ensuring it covers all requirements.
 7. Provide Post Implementation Support and Quality Management.

The proposed solution must support ISCOS end to end operations or provide viable and proven alternatives to integrate with other systems where needed. ‘

The proposed solution should be secure, scalable and customizable.

The scope of services includes all the indispensable services to achieve the objectives described above, and the respondent should not execute the tasks less than the below detailed requirements which will form part of the bid evaluation.

Bidders are required to submit detailed descriptions on how and to what extent their proposed solution(s) meet the requirements outlined below.

The duration of the work will be nine (9) months, with 3-year support and maintenance and the solution will be implemented at ISCOS Secretariat Mombasa office.

The vendor should provide a clear Project Plan with clear tasks and activities defined with timelines, milestone and a Gantt chart

4. ERP Project Scope

ISCOS Organizational structure is 32 staff, and the current deployment is 14 staff.

The three staff categories are Professional staff, General Service staff and support staff.

The ERP functional modules should cover the functions of the departments as described in the user requirements provided.

Number of users required to access to the ERP system

The total number of the required user access to the system is as follows:

No	Function (Department)	Users	Type of access
1	CEO	1	ESS, Defined
2	Finance and Administration	8	ESS, Defined
3	Shipping & Ports	2	ESS, Defined
4	Trade Facilitation	3	ESS, Defined
	Total	14	

5. Compliance Evaluation Criteria

The evaluation will follow a three-step process:

- a) Step 1: Compliance (Mandatory Compliance Requirements, General Technical Compliance Requirements and Module specific Requirement specifications)
- b) Step 2: Technical Approach and Methodology.
- c) Step 3: Evaluation of the Financial Proposals.

This section has **Mandatory Compliance Requirements, General Technical Compliance Requirements and Module specific Requirement specifications.**

Bidders **MUST** respond to **ALL** the requirements on a clause-by-clause basis **stating clearly** how their solution meets the requirements. Responses to compliance to the specifications in any other way other than **clause by clause** will be treated as **NON- RESPONSIVE.**

Responses such as “complied”, “possible to do”, “✓”, “meets” will be considered as NON-RESPONSIVE and will not be awarded any scores.

5.1. Mandatory Compliance Requirements

The Bidder is required to provide the following mandatory requirements:

- a. Form of Tender duly filled and signed.
- b. Power of Attorney.
- c. Statutory documents duly certified by a commissioner of oaths/ or the issuing body:
 - Valid Tax Compliance Certificate (TCC) or exemption.
 - Registration certificate/ Certificate of incorporation.
 - Valid trade license.
- d. Confidential Business questionnaire duly filled and signed.
- e. Tender Security (indicate values and duration).
- f. Audited financial accounts for the **past two years**.
- g. Provide proof of being a solution partner / Manufacturer Authorization.

Bidder must comply / meet all requirements in section 5.1 (Mandatory Compliance Requirements) to proceed to section 5.2.

5.2. General Technical Compliance Requirements

The bidder should clearly describe in detail how their proposed solution will meet the following general requirements:

NO.	DESCRIPTION OF CRITERIA	Bidder Response	Compliant / Not Compliant (Yes / No)
TECHNOLOGY REQUIREMENTS			
1.	Integrations - Ability for seamless integrations with other systems including Email & an EDMS		
2.	Ability to incorporate Emerging Technologies - Cloud - Computing, Artificial Intelligence, Machine Learning, Block chain, Advanced Analytics		
3.	Business Continuity: - Ability for data recovery in-line with the organization's Business continuity plan		
4.	Security: - Ability to support use of security certificates and Single Sign on		

	<ul style="list-style-type: none"> - It must be possible to protect historical data from unintentional deletion. - The system should be available 24 x 7, and data should be recoverable. (No data should ever be lost) - The System should ability to provide adequate audit trails that can be reviewed for information. These records shall be non – editable and be secured from unauthorized access. - The proposed solution should be accessible to users remotely and securely through the internet. - Prevent duplication of records 		
5.	<p>Logical Access Management:</p> <ul style="list-style-type: none"> - Segregation of duties - different user access levels/ system defined access matrices. - Access Controls- password management/password lifecycles. - User management processes- self service capabilities/ admin support modules/user list generation capabilities (for control checks). 		
6.	<p>Support workflow management:</p> <ul style="list-style-type: none"> - Optimize business processes by ensuring automated workflows for all key processes and approvals; 		
7.	<p>Have Electronic Document Management functionalities:</p> <ul style="list-style-type: none"> - EDMS system to facilitate document collaboration, digital signatures, digital archiving, retrieval of physical records, and enterprise search capabilities. 		
8.	<p>Notification Capabilities:</p> <ul style="list-style-type: none"> - System should have ability to send notifications including but not limited to email and SMS etc. These notifications should be user-definable (e.g., retirement dates, over-expenditure recoveries, etc.) data items. 		
9.	<p>System should be accessible on Mobile platforms & web browsers:</p> <ul style="list-style-type: none"> - Mobile Application: on major platforms such as IOS, Android, Windows; 		
10.	<p>Scalability and adaptability:</p> <ul style="list-style-type: none"> - The system should easily be reconfigurable by ISCOS staff to respond to changes in business practices, policy directives, organization structure, statutes and regulations. As business requirements change, the system should be able to change to support the new requirements. - Vendor to hand over source code or application resources / documents and perform knowledge transfer to facilitate support and enhancement by ISCOS staff post contract period 		

REPORTING CAPABILITIES			
11.	Usability Reporting tool must be intuitive and user friendly		
12.	Visualization <ul style="list-style-type: none"> - Provide intuitive presentations with ability to implement customizable dashboards, Analytics - Ability to export and import data in various file formats such as csv, xml, pdf, word etc. 		
13.	Reports Model <ul style="list-style-type: none"> - Ability for Business rules and filters to be applied to the underlying data. - Provide standard / static, dynamic and ad hoc reporting capability for all modules. - Ability to run simple, complex and multiple reports based on queries. - Provide capability to extract data from different systems into ERP. - Configured security access to secure data and also harmonize security roles of accessing the ERP. - Define security profile for user defined reports. 		
14.	Capability to perform Analytics: <ul style="list-style-type: none"> - User has the ability to define criteria of the data required for the reports. - Fast performance is required. - Examples are customer analysis, productivity analysis, etc. 		
15.	Ad-hoc reporting capability: <ul style="list-style-type: none"> - Ability to customize reports created by the entities with respect to their businesses, revenue streams, divisions etc. - Must have the ability to accept user defined values for report parameters, such as but not limited to dates, period, and transaction type. - Must have the ability to add user defined reports to a report menu structure as defined by the user. 		

6. Business Requirements

6.1. Human Resource & Administration

Human Resource Objectives:

- a. Integrate and track the lifecycle of various human resource and payroll management processes, including but not limited to recruitment, staffing requests, personnel transactions, new hires, promotions, pay changes, transfers, performance evaluations, training assessment, and payroll.
- b. Automate all aspects of workforce management to achieve drastic productivity gains and cost savings throughout the workforce, while ensuring that confidential data is maintained electronically and securely.
- c. Develop the skills and knowledge of ISCOS workforce, using a systematic method for assessing skills and competencies, and rewarding staff performance to meet the Secretariat's objectives.
- d. Adopt the latest automation methods based on best practices as well as comply with ISCOS Service Regulations by using a rules-based and workflow defined system.

The HRMS module should be implemented to meet the requirements of Human Resource department of ISCOS.

The following key functionalities should be implemented within the ERP.

- **Organization Details:** All the Organization Details will be captured including departments and divisions. As per ISCOS Organization Hierarchy the Organization hierarchy will be defined in the HRMS.
- **Employee Numbers:** The employee numbers of existing employees will be retained in the new system.
- **Employee Personal Details:** All the details of employee's information like Job, Grade, and organization details will be captured as per ISCOS existing system. Employee competency details and Qualification Details and Education Details will also be captured. Employee Previous Employer details will also be captured.
- **Additional Details:** Every individual employee additional details will be captured like Employee Parents Information, children's information, Spouse Information, including

Date of Birth. Additional Information details will be enabled to capture other details like NSSF No, NHIF, Place of Birth, Ethnic Background, PIN ID.

- **Absence Management:** Absence Management will be implemented to meet the requirements of ISCOS as specified in detail in the requirements table below.

6.2. Human Resource Requirements

Item	Requirement	Reference to documentation of the proposed Solution
	Administration & Personnel Management	
1.	The system should have automatic number generation for employees and applicants.	
2.	Employee History. The system should maintain - employee data and details which includes (but is not limited to) following detailed employee Information: Employee Name, Employment Number, NHIF (National Hospital Insurance Fund) Number, PIN Number (Tax Number), NSSF (National Social Security Number) Number, National Identity Card Number, Age, Driving License, Labor Contracts, Passport Number, status, photograph, Assets/Company Property assigned etc.	
3.	The system should maintain detailed professional and educational information (experience w/ other companies, details of job assignments, transfer training, performance appraisals, career planning information).	
4.	The system should be flexible enough for administrator to define new fields to be maintained for employees.	
5.	Accept the details of unlimited number of dependents details (name, gender, date of birth, relationship, etc.).	
6.	Maintain multiple employee address and contact details.	Additional Details
7.	It should be possible to record, monitor and review disciplinary, capability and performance management actions. All actions should be date stamped.	
8.	Ability to attach copies or any other relevant document.	
9.	Monitor Employee Contract expiry dates / renewals and flag expired ones.	
10.	The system should be able to track pre-employment history of the company employees	

Item	Requirement	Reference to documentation of the proposed Solution
11.	The system to keep track of each employee's history right from hiring, grades, job assignment, probation/confirmation, transfer, promotions, salary/ benefits changes (including reasons/background), rewards, recognition, warning, grievances, disciplinary action, etc. till the employee leaves the enterprise. (Including reasons for leaving in order to analyze turnover).	
12.	It must be possible to protect employee history from unintentional deletion.	
13.	The solution must provide protection from setting up duplicate employee records	
14.	Linking of employee records with positions within the overall organization must be possible	
15.	The solution must provide the ability to record contract type – permanent, temporary, casual and others	
16.	The solution must be able to generate notifications via email, distribution/work lists or online notifications. These notifications should be user-definable (e.g., retirement dates, over-expenditure recoveries, etc.) data items.	
17.	The solution must allow for terminating the employee record at the conclusion of the employment period without deletion.	
18.	The system should provide facilities to record skill components / competencies in each job description.	
19.	Provide an automated job application tracking functionality	
20.	Ability to track internal job transfer candidates	
21.	Ability to maintain changes in employee status data	
22.	Ability to add additional Comments	
23.	Provide centralized/decentralized data entry as required	
24.	Provide integration functionality to the Authority Intranet	
25.	Provide automatic interface to external modules that share the same information	
26.	Ability to handle and maintain historical information for employee activity: promotions, transfers, and salary changes.	
27.	Ability to assign manager for each employee in that position.	
28.	Comparison of employee skills, education and/or training (analysis report)	
29.	Ability to handle relocation process values for payroll and communications with employees.	

Item	Requirement	Reference to documentation of the proposed Solution
30.	Ability to maintain employee discipline history – archive actions taken, track actions and generate reports	
31.	Ability to track issuance of working tools/working gear/protective tools/working tools among others	
32.	Ability to manage exit/separation process to include surrender of working tools/assets assigned/managed by employees, passes among others	
33.	Ability to track, report and recognize service awards, such as certificates, gifts, etc.	
34.	Leave management-Employee defined leaves of absence e.g. sick leave, annual leave, study leave, compassionate job injury, paternity and maternity.	
	Work Structure	
1.	The system should be able to define and configure the reporting channels, hierarchies, organization (directorates, departments, subdivisions / divisions/ regions)	
2.	The system should be able to identify vacancies when they arise (e.g., from the start date of deputation, study leave or separation from service by any mean).	
3.	The system shall provide the capability to store, review and update Job descriptions.	
4.	Facility to maintain user-defined grading scales and rates.	
5.	Employee assignments to single or multiple jobs	
6.	Ability to handle/maintain jobs by units, department, division, and individual as per station	
7.	Ability to show all vacant positions on Organization charts	
8.	Ability of coding jobs (groups) and interrelate them with organizational structure	
9.	Ability to handle station creation and definitions	
10.	Maintain job evaluation scores	
11.	Ability to maintain employee career planning data	
12.	Ability to attach documents to a position record	
13.	Ability to track training needs, qualifications and certifications required for a position	
	Manpower Planning & Budgeting	
1.	The system must handle manpower planning and budgeting (including scenario planning, staff costs, forecasting, etc.)	

Item	Requirement	Reference to documentation of the proposed Solution
2.	The system should have the facility to allocate budgeted positions for a period with start and end date. A position could be in budget for next year and it also could be for specific time period. This facility should be available based on authority given.	
3.	The system should be able to provide monthly status of budgets and actual.	
4.	The system should be able to flag deviations in budgeted headcount	
5.	The system should support budget definition at the Organization, Job, Position or Grade Levels as well as a combination of criteria	
6.	The system should be able to give a review of positions approved, recruited and still to be recruited	
7.	Ability to create future-effective dated positions. ■ ■ ■	
	All these is linked to the organization structure and approved establishment	
	Recruitment	
1.	The solution should support the concept of positions and vacancies linked to structure	
2.	Automatic letter production at the various stages of the recruitment cycle must be provided	
3.	There must be a simple mechanism for moving individuals through the recruitment cycle and of the successful candidate into the new employee processes	
4.	Electronic access to post and person specifications must be possible	
5.	System should support single/multiple levels of approval of the employment requisition.	
6.	The system should have the facility for maintenance of data on recruitment and advertising agents.	
7.	System should assist in online tracking/monitoring of applicants through each stage of the recruitment cycle.	
8.	The system should have the query facility to search for one or more applicants and then drill down into their detailed resume information.	
9.	The recruitment data bank should hold individual applicants' CVs containing personal details, competencies, previous work experience and academic attainments.	

Item	Requirement	Reference to documentation of the proposed Solution
10.	The system should create test and interview schedules.	
11.	The system should record scores for interview tests and interview results with detailed comments.	
12.	The system should have a checklist and should generate alert if the necessary documents required from a successful candidate have not been received and entered in the system.	
13.	The system shall automatically allocate unique applicant number for each applicant.	
14.	Automatic transfer of applicant's details into employee details upon hiring.	
15.	Facility to execute bulk changes/updates to applicants records in one single activity/screen.	
16.	The system should allow identifying matching profiles by comparing jobs/positions required competencies to applicants' competencies.	
17.	The system supports generating reports that identify the best match profiles by comparing required and existing competencies for a job/position.	
18.	The system should generate a notification mechanism by way of an alert at the end of probationary period	
19.	Ability to support ad-hoc reports	
20.	Ability to maintain new hiring data on applicant database for reporting and analysis	
21.	Ability to maintain a database for new applicants	
22.	Provide ability to determine if applicant has applied before for varying periods	
23.	Provide ability to determine if applicant has worked for the company before	
24.	The solution should allow one or more authorized users to determine which records may be accessed by either managers or users either as read only or with amendment rights.	
25.	The solution should provide for managers to be able to view employee records of their subordinates	
26.	The solution should provide for integrating to the intranet where managers will manage employee leave requests, including provision for forwarding to others for opinion/approval or rejecting request. In all cases, employees must be notified of the outcomes.	

Item	Requirement	Reference to documentation of the proposed Solution
27.	The solution should provide the facility to attach notes of discussions with employees concerning their sickness absence	
28.	Should allow for on-line applications for vacant positions	
29.	Able to provide the tools needed to plan and manage employee career and succession data.	

6.2.1. Payroll Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	The system should be able to define the compensations elements, allowances, associated benefits, remunerations and other facilities based on employee grade.	
2.	The solution must perform the calculation and payment of - overtime, leave, meal & Shift, Acting, House, Responsibility, Hardship, Subsistence, among others. Some of the allowances will be calculated as a percentage of the salary. Some of the allowances are pegged on grades.	
3.	The solution must be able to make payments by the due date, direct to a specified bank account.	
4.	The solution must be able to perform the calculation and payment of a supplementary run on any pay frequency	
5.	The solution must perform the calculation of retrospective amounts for salaries and allowances for a period of at least one (1) year.	
6.	The solution must undertake the administration of allowances and deductions in line with statutory guidelines e.g., pension contributions, transport allowances, housing loans, entertainment allowance, tax, rent arrears recovery	
7.	The system should be flexible in the application of PAYE for local and foreign staff	
8.	The system should support various deduction of loans and payments	
9.	Calculation of deductions based on the percent of earnings	
10.	The system must be capable of maintaining year to date (YTD) balance of the Income tax and other deductions deducted for	

Item	Requirement	Reference to documentation of the proposed Solution
	each employee where applicable.	
11.	The solution must produce payslips, in a format approved by the authority, holding both monthly and cumulative payments/deductions/balances	
12.	Provides the facility to apply future commencement and completion dates for all allowances	
13.	System to have facility for calculating salary/ allowances on the basis of company rules/policy i.e. grades and benefits structure.	
14.	The system should support computing end of service entitlements based on ISCOS Service Regulations.	
15.	The system should interface with the GL and other applicable applications	
16.	The System should be able to maintain employee grades and link them to the salary structures	
17.	Facility to define pay type i.e., hourly, daily, weekly, monthly payment, as well as contract, temporary, full time/part-time. Also have facility for logging existing, on hold and resigned staff.	
18.	The solution should allow recording of absences in working days and hours depending on individual working patterns and by type (nature of illness / injury against a pre-determined list).	
19.	The solution should enable recording other reasons for absence to include extended or overseas study leave, unpaid leave, compassionate leave, dependent leave, career break and others	
20.	The solution should enable the storing and easy retrieval of sickness absence history	
21.	System should be able to allow management of accruals such as leave.	
22.	The system must be capable of calculating salaries after accounting for unpaid leave information of each employee.	
23.	The system must be capable of calculating pension/commutation / gratuity for any employee based on ISCOS Regulations.	
24.	Facility to calculate bonus/ increment on user defined parameters & generate bonus/ increment letters.	
25.	Allow running of multiple payroll to reflect different group of employees or different payroll calendars.	
26.	Activate or deactivate specific deductions for any payroll month	
27.	Ability to generate ad-hoc and standard reports	

Item	Requirement	Reference to documentation of the proposed Solution
28.	Ability to administer each benefits option change through user-defined formula.	
29.	Ability to administer a different set of benefits for each employee.	
30.	System should notify when employees qualify for benefit enrollment.	
31.	The system should take either percentage or fixed amount.	
32.	Ability to provide "what if" compensation analyses and salary projections	
33.	Ability to collect data and report on potential disparate or adverse impact situations.	
34.	Ability to maintain the organization's current year's goals for action plan. Comparison of goals with actual results.	
35.	Ability to handle management salary change requests using standard business processes.	
36.	Ability to initiate exit/separation benefit processing	
37.	The system should cover all employees with various geographical locations within the country and outstations.	
38.	The system should handle the history data for all transactions for a defined period of time.	
39.	Ability to manage creation of groups of employees with flexible criteria based on department, location, position, titles, local or foreign office, Science degree, fleet, etc....)	
40.	Salary and Allowances will be in defined currency	
41.	Employee Bank details / Electronically deposits payroll to employee bank accounts	
42.	The system shouldn't allow for any deletion process to the transferred transaction from sub-Ledger to the GL.	
43.	Any reversal to any mistake or adjustment should be done on the payroll module then transferred it to the GL.	
44.	Ability to support multiple payroll cycles (e.g., weekly, monthly, daily, etc.) with multiple employees pay groups or individual cases.	
45.	Ability to support multi-currency (Salaries in US Dollars may be paid out in Kenya Shillings).	
46.	Ability to automatically calculate pay adjustments based on effective date of adjustment	

Item	Requirement	Reference to documentation of the proposed Solution
47.	Ability to calculate retroactive pay and process retroactive payment in the next payroll period	
48.	Ability to manage all standard allowances cycles.	
49.	Ability to manage allowances per groups of employees with flexible criteria (period of calendar days, working days, working hours, etc.).	
50.	Ability to manage all Deductions cycles.	
51.	Ability to manage deductions per groups of employees with flexible criteria with start and end dates.	
52.	Ability to calculate deductions based on parameterized values such as, income tax, and predetermined installments (deductions), according to rules and regulations defined by the government and ISCOS Regulations.	
53.	Ability to process one-time deductions	
54.	Ability to deduct money for saving and other funds	
55.	Ability to change deduction rules for certain individual, groups, depts.	
56.	Ability to support check-off system as defined	
57.	Ability to manage deductions up to approved limits	
58.	Ability to automatically regulate payment of defined allowances	
59.	Displays completed salary reviews.	

6.3. Finance Department

Finance and Accounting System ERP Objectives:

- a) Develop and deliver financial reports that meet the International Public Sector Accounting Standards (IPSAS) requirements
- b) Elimination of redundant data entry
- c) Support flexible and enhanced chart of accounts that provides financial tracking for department, cost centers, product and service, as well as defined projects.
- d) Provide ability to forecast and track budget expenditure.

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- e) Enable drilldown, audit trail, and workflow-based processes and approvals.
- f) Integrate with revenue collection systems

Finance and Accounting Scope

The scope includes supply and installation of finance and accounting system comprising of the following modules:

- a) General Ledger
- b) Budget Preparation and Control
- c) Banks and Cash Management
- d) Accounts Receivable (AR)
- e) Accounts Payable (AP)
- f) Fixed Assets
- g) Employee Imprest and Claims module as per the current ERP implementation



6.4. Finance Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	State of the art Technology State of the art Technology GL and the other Financial systems should be part of an integrated Enterprise solution based on the state of the art Information Technology, fusing the technologies GUI, Graphics, Charts, Object linking, Internet, email, Workflow, Drill-down, End-user reporting, Data import/export etc. within the package.	
2.	Object linking The package should enable linking of objects such as images, scanned images of documents, MS Word documents, MS Excel spreadsheets etc. to the screens and the reports. For example, a spreadsheet may be attached to a JV to support how the values of the JV were derived.	
3.	Report Writer An end-user driven online report writer should be available within the package. Up to the moment data from the GL and the other financial systems should be available to the end-users for reporting purposes.	
4.	The system should be able to analyze Financial information.	
5.	The system should provide an online facility to maintain a flexible, centralized, company level Organization Structure. All sub-systems should make use of this Organization structure.	
6.	The organization may consist of any number of levels (Company, Division, Department, Section, Unit, Profit/Cost centre etc.). The codes should be alphanumeric.	
7.	The Profit / cost Centre links the Organization Structure and the Chart of Account. The Organization Structure enables to consolidate the data at various levels (Company, Department, Division etc.) for printing Management Reports.	
8.	Changes to the organization structure should be dynamically reflected in inquiries and reports.	
9.	The system should provide an online facility to maintain a centralized, flexible, company level Chart of Account. It should be possible to copy a range of accounts from one company to another company. A Chart of Account may be common to several companies	
10.	The structure, coding scheme and the maintenance will be controlled centrally. All sub-systems should make use of this Chart of Accounts.	
11.	The Chart of Account should provide for an alpha-numeric,	

Item	Requirement	Reference to documentation of the proposed Solution
	flexible account code structure with a user-defined number of segments and lengths per segment. Example: Account structure may consist of the segments Company, Account No., Profit Centre, Sub-Account Type and Code, Region, Location, etc.	
12.	The applicability condition (mandatory/optional/not-applicable) of a segment within an account structure, and the valid values of segments should be maintained in the Chart of Account.	
	Examples:	
13.	- Sub-account may be mandatory for an account.	
14.	It should be possible to create profit and cost centers as per organization structure	
15.	It should be possible to add new account segments whenever required and to delete the segments that have never been in use and hence not required.	
16.	It should be possible to flag account numbers and other segments as active/inactive by assigning effective dates. It should also be possible to activate/deactivate specific account structure by assigning effective dates.	
17.	While inputting a Journal, an account structure may consist of segments that are individually valid, but the account structure as a whole is invalid as the relationship among the segment is not defined in the system. Under these circumstances, the system may define the required relationship optionally.	
18.	Classify accounts into assets, liability, equity, income, expense, etc.	
19.	Provide user-definable fields per account that can be used to classify financial data as: Direct, Indirect, Allocatable, Attributable	
20.	Maintain non-financial data along with account numbers and segments. Example: Description etc.	
21.	Provide the capability to perform mass updates to the Chart of Accounts. This feature may be necessary for reorganizations etc.	
22.	Allow the entry of certain background/historical data concerning each update to Chart of Accounts. Example: (User/dept who requested creation or update, Date etc.)	
23.	Provide for the entry of a percentage or fixed amount per account or account/department, to identify exceptional (budget – actual) variances. This norm can be used to print (Budget – Actual) exception report.	

Item	Requirement	Reference to documentation of the proposed Solution
24.	Define Parent-Child relationship at multiple levels. The system should not allow posting to the parent account.	
25.	Online facilities should be available to inquire/print the Chart of Account.	
26.	An online facility should be provided to input, update, copy, balance and post the Journals. JV No. should be automatically generated by the system.	
27.	Journals for certain accounts may need approval from another department prior to posting. Journals involving multiple departments may require approval from respective departments. Online facilities should be available to control this review/approval flow.	
28.	Provide the capability to identify source documents or module references which are associated with the journal entry (e.g., Invoice No., Payment Voucher No., Telephone No. etc.) for reporting purposes.	
29.	Maintain a reason code to indicate the purpose of the journal entry (e.g., general, reconciliation, late entry, amortization, etc.)	
30.	Description may be input at Journal header level (applies to the entire journal) and at the entry level (applies to that entry only).	
31.	It should be possible to choose the date format as required by users.	
32.	Voucher type should be input for each JV. Voucher type is a useful parameter to control the JVs. User access may be controlled with respect to Voucher type. Voucher type serves as a useful selection criteria.	
33.	Provide the capability to hold a JV, even if it is error free, for later recall by the user.	
34.	Provide the capability to copy a JV (with or without reversing the signs).	
35.	Restrict updates to account structure and amounts of a JV after posting.	
36.	Provide facility to inquire/report posted/unposted journals satisfying user specified selection criteria.	
37.	Journals may be created by sub-systems (Accounts Receivable, Accounts Payable, Fixed Assets, Materials, Budgeting/forecasting etc.) These journals will be transferred to the General Ledger system directly or through interfaces, edited, validated and posted in the	

Item	Requirement	Reference to documentation of the proposed Solution
	General Ledger system. The frequency of the interface will be established by the users. The interfaces should be automated.	
38.	Journals interfaced from the sub-systems should undergo same validation as applied to on-line JVs. The error JVs are corrected and posted using online facilities.	
39.	The system should be able to detect and prevent duplicate journals. Example: A payment voucher from Accounts Payable System should not be interfaced more than once	
40.	Restrict data entry to those accounts that are marked as control accounts such as payable control, Receivable control, Bank account etc.	
41.	The General Ledger and the subsystems should support accrual method of accounting.	
42.	The system should allow the user to post to the G/L from the sub-modules in detail or summary.	
43.	Provide a daily transaction log of all postings made during the day. Provide facility to inquire/report posted/unposted journals satisfying user specified selection criteria.	
	Auto Reversal Journal	
44.	This is a journal that posts an accrual to an account. The reversal date is also input in the accrual Journal. The system automatically generates the reversal JV and posts it. Reversal need not be in the same fiscal year.	
	Recurring Journal	
45.	This is a journal that posts a fixed amount to an account beginning from an effective date and continuing through the user specified end-date (Example: Rent). The user can define the cycles for recurring transactions. The system automatically generates and posts the recurring JVs. Recurring JVs may cross more than one fiscal year. A recurring JV may be an auto reversal JV.	
	Recurring Journals (Standard)	
46.	This is journal that posts to an account beginning from an effective date and continuing through the user specified end-date. However, the amount is not specified in the JV. The amount must be supplied prior to its posting in the General Ledger (e.g. phone bill) The system should issue a reminder to the respective user to post these JVs before closing the respective period.	

Item	Requirement	Reference to documentation of the proposed Solution
	Templates	
47.	Templates may be maintained to input frequently input JVs. Templates are not posted by the system. A JV is created by copying the template. The JV is then edited with amounts and posting date and then posted.	
	Statistical Journals	
48.	These JVs are used to input statistical quantities (e.g. No. of Staff joined in a month). These JVs may be single entry JVs and need not balance.	
	Prepaid expense Journals	
49.	Prepaid expense journals are input with data necessary for future amortization. Amortization JVs are automatically created and posted by the system. Example staff rent	
	Account Transfer Journals	
50.	Whenever it is required to transfer either the balance only or balance and detail information from an existing account structure to a new account structure, the system creates a Transfer JV and posts it. The system audit trails such transfers.	
	Memo Journal	
51.	This is to enter post-dated cheques, future transactions etc. The system will alert the user on the respective date so that the user can post the voucher.	
	Journals – Input/Processing Authorization	
1.	It should be possible to control the posting period both at the company level or user level.	
2.	It should be possible to control the access to each function and level of access within each function e.g.	
3.	Restrict a user to view JVs only or data entry only or post etc.	
4.	Restrict access of a user to certain account /departments only.	
5.	Some users may have authorization to only input the Journals, but denied roles for posting. Only after approval by another authorized user, should they be able to post the journal.	
6.	If a Journal involves more than one department, the concerned departments may be required to input their acceptance prior to posting. Certain accounts may need approval from a particular department prior to posting.	
7.	It should be possible to temporarily deactivate an account to restrict posting.	

Item	Requirement	Reference to documentation of the proposed Solution
8.	Set up security for various user groups to restrict access to certain predefined account ranges.	
9.	Provide a workflow management feature to create/review/post online journals according to the journal type, amount etc.	
10.	Compare amounts in the general ledger accounts with the amounts in the related subsidiary ledger and create reports for those accounts that are out of balance.	
11.	Provide the capability to identify (actual vs. trend), (actual vs. budget) and (actual vs. forecast) variances based on user defined criteria (e.g., actual postings greater than budget by a predefined percentage/amount, etc.).	
12.		
13.		
14.	Provide Inquiry/Report facilities to inquire/report variances as per user specified selection criteria.	
15.	Provide for electronic notification of variances to the persons responsible for the analysis and response.	
16.	Provide necessary online functions to drill down these variances and analyze the reasons. Drill down facilities may extend to the respective sub-systems.	
17.	Provide the capability to enter and maintain the explanations online.	
18.	Provide facility to inquire/report the variance explanations.	
19.	Whenever the user requests, the system should generate journal entries to allocate costs across accounts and departments using an allocation table. The allocation table provides the account structure from which they are allocated and the account structures to which they are allocated	
20.	Permit periodic allocation of data, the timing of which is controlled by the user.	
21.	Provide facility to process inter-company transactions. System should enable to set up default accounting rules for inter-company transaction processing.	
22.	Allow the users to specify the selection/rejection criteria and the consolidation key to summarize the data for reporting purposes. User may opt to consolidate different companies within a group. Multiple level of consolidation may be required.	
23.	Templates may be maintained to include number of consolidation specifications, so that these consolidations may be run in one stretch. (Example: Template for P&L or Balance Sheet, cash flow statements etc.)	

Item	Requirement	Reference to documentation of the proposed Solution
24.	Provide the reporting capability for user-defined multi-level rollups for all financial, management and ad hoc business reporting at all levels	
25.	Provide budget variance reports and exception reports for user defined consolidation groups or sub-groups.	
26.	It should be possible to obtain Account balances as of any date.	
27.	The G/L module must support multiple hierarchies and roll-up for reporting purposes.	
28.	Provide the capability to produce reports automatically from General Ledger report writer at varying levels of detail as specified by requester	
29.	Support the ability to perform what if analysis, such as varying the exchange rate used, on consolidated data	
30.	JV Register	
31.	The module should provide a flexible, end-user driven report writer to enable the users to consolidate data and print management reports online.	
32.	The module should allow the users to define the accounting periods within a year.	
33.	Provide the ability to close accounting periods on a monthly and annual basis	
34.	It should be possible to re-open an already closed year, post journals in that year and then re-close that year. Account balances should be automatically carried over to the subsequent years.	
35.	The module should allow for multiple open periods.	
36.	The system should keep minimum 7 (seven) years of data (General Ledger and the subsystems) online.	
37.	The system should be able to create year-end journal which sets the income and expense account balances to zero and updates the retained earnings account balance. Multiple Retained Accounts may be required.	
	Budget	
1.	User-friendly on-line budget preparation and input tools should be available.	
2.	It should be possible to import Budget data from Excel sheets.	
3.	Templates shall be provided to prepare and input budgets.	
4.	Ability to generate Budgets by applying inflation/deflation factor to actual data and then copying into budget.	

Item	Requirement	Reference to documentation of the proposed Solution
5.	Ability to input Budgets at summary/detail account level. It may be input for the year or by month.	
6.	Ability to Allocate budget amounts from a summary account to the detail accounts bases on different allocation basis.	
7.	Ability to Allocate annual budget amounts to the accounting periods with different allocation basis, with the ability to override the allocations manually.	
8.	Ability to Transfer budget between accounts within various sections.	
9.	Ability to Restrict transfer of budget between two groups of account such as recurrent expenses budget and capital expenditure budgets.	
10.	Ability to Support centralized and decentralized budgeting process.	
11.	Ability to Restrict inputting/changing finalized budgets by way of password.	
12.	Ability to Maintain multiple budgets for a year. Allow inputting budgets for 5 years under different budget ids. Generate comparison reports based on revised and original budgets.	
13.	Ability to transfer budgets from one year to another year within the same account structure.	
14.	Ability to Verify that funds distributed do not exceed the funds available for allocation or sub-allocation at each distribution level. The system should not allow activating a budget as current unless this condition is met.	
15.	Sub-system activities should be controlled according to the Budget provided in the GL.	
16.	Ability to Generate budget allocation reports by various services and distribute them electronically to various services indicating the version, date and time.	
17.	Ability to Provide online facilities to view actual data with original budget or revised budgets.	
18.	Ability for Each department/function should be able to view its own actual budget, spending to date and expected expenditures for the rest of the period.	
	Commitment Accounting & Fund Checking	
	Commitment Accounting	
1.	Ability to automatically generate Purchase Requisition (PR)	

Item	Requirement	Reference to documentation of the proposed Solution
	commitment journals when a PR is created/amended/cancelled. When a PR is converted into P.O., reverse PR commitment and increase the PO commitment. When the PO is closed or cancelled reverse the PO commitment.	
2.	Ability to Provide a link to the Commitment journal and the Obligating document.	
3.	Budget Balance Checking	
4.	Ability to Provide option to set up account codes to check funds.	
5.	Ability to Setup approval tolerance for budget checking by percentage and amount.	
6.	Ability to Allow funds to be reserved at different instances. Example: While creating/forwarding the Purchase Request for approval or while finally approving the Purchase Request	
7.	Ability to Recheck for funds availability when changes are made to commitments.	
8.	Ability to Allow for available fund balances to include credits due from internal and external organizations.	
9.	Ability to Fund check failed transactions should be saved in the system for corrective action or cancellation.	
10.	Ability to Provide inquiries based on budget, commitment and actual.	
11.	Multi -Currency Management	
12.	Currency Table	
13.	The system should support multiple currencies. For this purpose, it should maintain a currency table that is common to GL and the sub-systems.	
14.	Exchange gain/loss	
15.	The system should automatically generate Exchange gain/loss entries for Supplier/Customer transactions.	
16.	Foreign Currency Valuation	
17.	System should be able to carry out foreign currency valuation of foreign currency Balance sheet accounts.	
18.	Revaluation of Assets and Liabilities	
19.	System should provide for revaluation of Assets and Liabilities based on predefined rates.	
	General Requirements	
1.	Import of data	

Item	Requirement	Reference to documentation of the proposed Solution
2.	It should be possible to import Journals, Chart of Account, General Ledger, Sub-ledgers, Budget etc. from text files or Excel sheets. All imported data should go through respective data validation.	
3.	Export of data	
4.	Flexible data export capability based on user-defined selection criteria should be available to support decision support modules and reporting needs.	
5.	Bank Reconciliation	
6.	The module should provide the bank reconciliation function (manual and electronic).	
7.	Cash Flow Management	
8.	The module should provide the Cash Flow Management function.	
9.	Drill-down facility	
10.	It should be possible to seamlessly drill down from the summary level to each subsequent hierarchy level below it, including the data from the sub-systems.	
11.	Archival	
12.	System should enable to archive data as required by the users.	
13.	Audit Trails	
14.	All data entry and changes to online JVs, interface JVs, Chart of Account etc. should be audit trailed with username, date and time of entry/change etc. System generated recurring JVs, allocation JVs etc. also should be audit trailed. Online facility should be provided to review these Audit trails.	

6.4.1. Planning and Budgets Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	Ability to Support different methods of Budgeting such as: top down, bottom up	
2.	Ability to Enter budget by GL code, period (e.g. monthly)	

Item	Requirement	Reference to documentation of the proposed Solution
	, in summary or in detail	
	Ability to Facilitate spreadsheet integration with budget	
	Ability to Restrict inputting or changing finalized budgets by way of password	
3.	Set up budgets by various budget sections	
4.	Consolidate various budget sections/departments etc. to a single master budget	
5.	A unified Chart of Accounts for Accounting and Budgeting	
6.	Ability to integrate the budgets to all relevant modules.	
7.	Maintain budgets by: Account, sections, departments, stations etc.	
8.	Ability to budget at top and detailed levels (cost center, expense code etc). Ability to allocate the top-level budget to detailed levels through defined formulas	
	Ability to adjust multiple levels of budgets in hierarchical relationship cumulating at top level and budgeting at detail account level.	
	Ability to produce a starter set of data for new budget year and send to various departments through desk top integrators or spreadsheets through email. Actual to be downloaded from General ledger	
9.	Ability to download budget / actual data on company, departmental basis, account range, period etc. both at top and detailed levels	
10.	Ability to provide formula tools for calculating the budgets based on statistical / prior year figures	
	Ability to work out new Budget as percentage of previous years expenses or original / previous budget	
	Ability to Upload budget from spreadsheets.	
	Ability to freeze / unfreeze budgets by authorized users in Budget department	
	Ability to generate mass budget revisions, formula budgets	
	Ability to record and keep an original budget, budget changes, and a revised budget for each cost account at each level in the hierarchy	
11.	The ability to save Budget file and to create history file	

Item	Requirement	Reference to documentation of the proposed Solution
	BUDGETARY CONTROLS	
1.	Maintain encumbrance Accounting (absolute) basis.	
2.	Ability to stop processing the RFQ / PO / invoice when the commitment exceeds budget	
3.	Ability to encumber the budgets at Purchase order / invoice level on absolute check. The commitment checks to be made at detailed and top level of each expense account and to be passed if cleared at either level	
4.	Support commitment accounting interlinked with Purchasing module	
5.	Ability to reverse commitment once the concerned RFQ / PO are cancelled	
6.	Facility for all departments to view / query budget data (pertaining to that department) - linked to user privileges	
7.	Provide basic budget preparation tools to generate "what-if" scenarios based on	
8.	<ul style="list-style-type: none"> • Past year average 	
9.	<ul style="list-style-type: none"> • Revenue and cost forecasting 	
10.	<ul style="list-style-type: none"> • Manpower cost 	
11.	<ul style="list-style-type: none"> • Forecasted Policies 	
12.	<ul style="list-style-type: none"> • Budget formula 	
13.	<ul style="list-style-type: none"> • Budget rules etc. 	
14.	<ul style="list-style-type: none"> • Budget relating to statistical information/account 	
15.	<ul style="list-style-type: none"> • Incorporating different underlying assumptions on variables such as inflation and exchange rates 	
16.	Ability for the System should support transferring budgets from one year to another year within the same account combination	
17.	Verify that funds distributed do not exceed the amount of funds available for allocation or sub-allocation at each distribution level.	
18.	Allow entering annual budget spread over different periods:	
19.	<ul style="list-style-type: none"> • At detailed account level 	
20.	<ul style="list-style-type: none"> • At summary account level for a range of detailed accounts 	

Item	Requirement	Reference to documentation of the proposed Solution
21.	Validation of budget transfers at the same cost level between the cost centers. No budget transfers allowed between the cost codes until the approval of budget transfers the commitment to be kept on hold	
22.	Restrict transfer of budget between two groups of account and make it subject to management approval	
23.	Ability to amend / reallocate budgets at any time during the year with adequate security	
	Fund Checking & Commitment Accounting	
1.	Have absolute, advisory and no fund checking	
2.	Absolute, advisory and no fund checking option to be possible for:	
3.	<ul style="list-style-type: none"> • All commitment transactions 	
4.	<ul style="list-style-type: none"> • All actual transactions including direct journals 	
5.	Allow funds to be reserved at different instances. e.g.: While creating and forwarding the PR for approval or while finally approving the PR	
6.	Recheck for funds availability when changes are made to commitments.	
7.	Setup approval tolerance for budget checking by percentage and amount	
8.	Option to setup checking funds against a single account code	
9.	Option to setup checking funds against a summary account code	
10.	Set up budgets and budget checking based on year-to-date balance	
11.	Create commitments online when a Purchase requisition is created	
12.	Create commitments online when a Purchase order is created	
13.	Create commitment journals automatically when a PR or a PO is created, amended or cancelled	
14.	Reverse PR commitment when a Purchase Requisition is converted Purchase Order and increase PO Commitment automatically and excess commitment to be credited back	

Item	Requirement	Reference to documentation of the proposed Solution
15.	Adjust commitments automatically upon closing or canceling of PO and PR documents	
16.	Allow multiple commitments to be combined into one obligating document.	
17.	Maintain history of related to each commitment document, including amendments.	
18.	Allow online budget inquiry based on commitment and actual:	
19.	<ul style="list-style-type: none"> • In Summary 	
20.	<ul style="list-style-type: none"> • In Detail 	
Fund Checking & Commitment Accounting		
1.	An on-line query system with flexible options to show the budget (original, revised, encumbered, actual, statistical etc.) at top and detailed level of cost codes, the details filtered based on user privileges.	
2.	Ability to produce reports on the same basis as above with variations / percentages / ratios and graphical presentations if needed	
3.	Ability to produce reports on budget changes and transfers	
4.	Ability to produce exception reports	
5.	The ability to download and upload information	
6.	To capture budgets for reporting at pre-defined times per year (PTD, QTD, YTD, etc.)	
7.	A user-friendly ad-hoc report generator with items such as multiple year capability, year-end and monthly reports for managers, departments (show expense and income accounts)	
8.	Access to historical information on-line	
9.	Ability to produce master budget book with details, sub details and consolidation, including budget / actual/ statistical and comparative data and graphical presentation of the details	

6.4.2. Accounts Payable (AP) Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	<p>State of the art Technology</p> <p>Accounts Payable and the other financial systems should be parts of an integrated Enterprise solution based on the state-of-the-art Information Technology, fusing the technologies GUI, Graphics, Charts, Object linking, Internet, email, Workflow, Drill-down</p>	
2.	<p>Multiple companies</p> <p>Accounts Payable and the other financial systems should support multiple companies within a corporation. Every company is a separate operating unit with its own Purchase, Payable, Inventory and Receivable.</p>	
3.	<p>Multiple currencies</p> <p>The package should support multiple currencies using a centralized currency conversion table.</p>	
4.	<p>Object linking</p> <p>The package should enable linking of objects such as images, scanned images of invoices, MS Word documents, MS Excel spreadsheets etc. to the screens and the reports.</p>	
5.	<p>Report Writer</p> <p>An end-user driven online report writer should be available within the package. Up to the moment data from the Payables and the other financial systems should be available to the end-users for reporting purposes.</p>	
6.	<p>Provide company level vendor master with the capability to identify common vendors within the Corporation.</p>	
7.	<p>Provide an online facility to maintain the vendor master. The Vendor master is common to Purchase and Accounts Payable System.</p>	
8.	<p>Enable interfacing of vendor master data from external applications to Accounts Payable System, if necessary.</p>	
9.	<p>It should be noted that a vendor may have business units in various countries. Hence there may be several business addresses for a vendor.</p>	
10.	<p>Though a vendor normally transacts in a particular currency, occasionally there may be invoices with different currencies from a vendor.</p>	
11.	<p>Main data to be kept for each vendor</p> <ul style="list-style-type: none"> · Vendor No. (alphanumeric, system generated, or user 	

Item	Requirement	Reference to documentation of the proposed Solution
	assigned) · Legal name of a vendor, Other Name, Short name · Vendor category/type for reporting purposes · Remittance-to addresses (minimum 5 nos.) including phone no., contact name, fax no., email id. Web address etc. for each occurrence · Bank information (e.g., Bank code, Bank account number, etc.) Vendor PIN Number Vendor VAT Number · Default payment mode (Cheque/DD/EFT/RTGS etc.) · Default payment currency · Payment grouping Option (Each invoice should be paid separately, or several invoices can be grouped and the total may be paid). · Status (active/inactive/on-hold etc.) · Payment/Credit/Discount terms · User defined data	
12.	It is possible that a vendor of Accounts Payable and a customer of Accounts Receivable may be same. Hence there should be a link between Vendor Master and Customer Master to identify common vendor/customer.	
13.	Prevention of duplicate Vendor Master records	
14.	The system should not allow for duplicate vendors	
15.	Provide an indicator for identifying whether number of outstanding invoices can be grouped and paid as one payment, or each invoice should be paid individually.	
15.	Provide an indicator to indicate how long a vendor should be active in the system.	
	One-time vendors may be archived at the time of payment of all outstanding invoices.	
	Regular vendors should be archived based on the user specified date or length of inactivity. The archival data includes vendor master data, invoices, payments and audit trails. The archival should be readily accessible for inquiry/report purposes.	

Item	Requirement	Reference to documentation of the proposed Solution
16.	Maintain Payment terms, Discount terms, Early payment discount, Late payment penalties etc. offered by the vendor. The payment processing should consider these terms to maximize the discounts and minimize the penalties.	
17.	Maintain Vendor History (Invoices, payments etc.) online for the required no. of years. Minimum 7 (seven) years.	
18.	Provide vendor inquiry/report as per user defined selection and sorting criteria (e.g., all utility vendors that are on hold). Also provide the option to the users to specify what information they desire to see (e.g., vendor type, vendor status, and vendor name).	
19.	Recurring payments will be used if a predefined amount is to be paid to a vendor periodically based on an invoice or contract terms. As soon as a user registers a Recurring Payment, the request is automatically routed to the respective approver. Upon approval, the recurring payment record becomes active and will be automatically paid during the standard payment cycle at the appropriate time.	
20.	<p>Provide an online facility to register recurring payments with following data.</p> <ul style="list-style-type: none"> - Vendor no. - Invoice/Contract no. - Recurring payment amount - Accounting information - Begin and End payment date - Frequency of payment (Weekly, Monthly, Quarterly, Biannually, Annually etc.) - Recurring payment type - Business reason for the payment <p>etc.</p>	
21.	Provide facility to include onetime special payments (deposit payment etc.) within a recurring payment. Allow modification of recurring payment information due to changes in agreement terms, amounts, frequency, etc.	
22.	Allow the duration of payments to span years.	
23.	Allow a recurring payment to be deleted within its period of payment.	
24.	Provide notification to the user on any recurring payments	

Item	Requirement	Reference to documentation of the proposed Solution
	nearing expiration based on a user specified notification time period.	
25.	Vendors may be paid advances against specific purchase orders or on account. Invoices/Purchase-orders may be advanced in part/full.	
26.	If advance has been paid for an invoice, system should adjust the advance automatically. Offset on account payment against invoices payable.	
27.	In case of on account payment, system should offset the on account payment against the invoices.	
28.	System should provide an ageing report of advances paid.	
29.	When adjusting an invoice against an advance, the resulting currency conversion differences should be automatically interfaced into GL.	
30.	Provide for user defined Voucher types (Vendor Invoices, Credit memos, Adjustments, Employee Advances etc.) and multi currencies. The system should assign automatic serial numbers to the vouchers.	
31.	Provide the capability to support rush payments. A rush payment is one that is processed immediately subject to pre-determined payment processing rules.	
32.	Provide an online data entry facility to register and maintain vendor invoices. Display default information obtained from vendor master such as Vendor name, Remit-to address, Payment terms, Payment due date, Payment mode, Payment grouping indicator, Payment currency, Bank information, Discount terms etc. that may be overridden by the user.	
33.	Invoices may be imported from an Excel/Text file and then processed in batch. The invoices thus processed in batch should undergo all the checks done for online invoices.	
34.	Prohibit the entry of duplicate vendor invoices.	
35.	Users will be required to enter all pertinent information about the invoice such as Invoice Date, Invoice amount, Payment terms, department / sections responsible for the invoice etc. Line level data includes Purchase order No., Quantity, Line amount and accounting entries.	
36.	Provide the ability for the user to create and maintain templates, set up for a specific vendor for goods and/or services that are commonly purchased. The user is allowed to	

Item	Requirement	Reference to documentation of the proposed Solution
	retrieve the template, make the necessary updates and release.	
37.	Permit the user to specify that the invoice should be processed and posted but should not be paid (Held). Also allow the entry of a reason for holding payment. The reason may be obtained from a table of user-defined reasons.	
38.	Permit the user to specify multiple accounting entries per line item in order to facilitate the proper allocation of expenses across the organization.	
39.	Require the entry of the employee number if the expense involves an employee (e.g. imprest, petty cash etc.)	
40.	Ensure that each invoice is accompanied by a business reason. Allow a business reason for each specific invoice line item.	
41.	Provide the ability to relate a vendor invoice to one previously processed. For instance, a separate tax invoice may be tendered that pertains to a previous invoice. Insure that the charges were not levied on the original invoice.	
42.	In case of invoices in foreign currency, provide a facility to indicate the exchange rate and the value date as at the date of the transaction.	
43.	Generate a unique serial number for each invoice and invoice line for later reference.	
44.	Discounts and penalties should be based on the invoice date and the payment date.	
45.	Identify fixed assets based on the account and interface them to the Fixed Asset system.	
46.	Provide an interface to the General Ledger Module to post the appropriate journal entries.	
47.	Provide standard inquiry/report facilities as per user defined selection criteria (Invoices awaiting approval, Outstanding invoices, Paid invoices etc.), sort order and data fields.	
48.	The Accounts Payable System should support entry, approval, and payment of advances to employees (Salary advances, Duty travel advances, Expense Reports etc.).	
49.	Expense reports may be treated as request for advance for which an advance might have been already paid. In case of Expense reports, system should automatically adjust the advance already paid. If the total expenses are less than the advance, the employee may pay back the difference or the difference may be deducted from the payroll. The system	

Item	Requirement	Reference to documentation of the proposed Solution
	should automatically handle these tasks.	
50.	The Accounts Payable system should integrate with Payroll module to ensure that the employee number is valid and the employee is currently in service.	
51.	Payment of advances to employees is similar to the payment of invoices to the vendors. Hence employees may be identified as vendors and the expense-reports as invoices. Functions that are available for invoices should be available for Employee advances also, wherever applicable.	
52.	Provide an online data entry facility to register and maintain employee advances. Display default information obtained from Employee master such as Employee name, Remit-to-address, Payment due date, Payment mode (Payroll/Cheque/Direct transfer to Bank Account), Payment Currency, Bank information etc. Users will be inputting all the pertinent data such as amount, Voucher type, date payment is needed, whether the amount is repayable by the employee, how the advance will be repaid, the accounting entries for the payment. Etc.	
53.	Business reason should be input at the voucher level or line level. Each reason should include certain prompts for information. For instance, if the reason for the advance is for travel, the module should prompt the user to indicate where, why, when and how long.	
54.	Provide a mechanism whereby an advance may be written off. Ensure that the appropriate approval exists, and a reason is included.	
55.	Create a “unique” identifier for each advance and advance line.	
56.	Provide inquiries/reports on employee payment data based on user defined selection criteria.	
57.	Allow the user to input the details of the payee, if payee is not the employee.	
58.	Provide an alert to the employee responsible for processing the payment when the expense is scheduled for payment.	
59.	Enable to define Expense Report templates with default accounting information for the expense items for selected employee expenses.	
	Certification of Invoices for Payment	

Item	Requirement	Reference to documentation of the proposed Solution
1.	Validate invoices entered through a user defined approval hierarchy with amount limits and pass it for payment	
2.	Provide invoice approval workflow module.	
3.	Match the invoice quantity with Purchase order, GRN and Inspection Report to certify Stock invoices subject to pre-determined rules. E.g.: A user should be allowed to match an invoice with a goods receipt even if the PO price and Invoice price differ within perm	
	Amount payable to a P.O. should not exceed (Total value of inspection approved receipt qty – Amount already paid for that P.O.)	
4.	When there is an invoice towards incidental charges such as freight, customs or insurance which is related to a consignment received, the system should allow the users to match these invoices to the respective GRN or Purchase Order.	
5.	Payment should not be cleared unless goods are accepted by the concerned department and electronic approval is provided.	
6.	Accept payment, or reject it while seeking further clarifications for the rejected payments.	
	Payment Features	
1.	Enable Partial payments of invoices and payments in instalments.	
2.	Enable payments to one-time vendors who are not defined in the payable system.	
3.	Consolidate multiple payments to a single payee.	
4.	Following payment methods should be supported -Cash, Cheque automated or handwritten or typewritten -Bank transfer, Electronic Transfer capable of interfacing with the banking software -Letter of Credit	
5.	The system should support -Part payment of invoices, Payment of invoices in instalments -Recurring Payment as per contracts, Pre-paid Invoices -Petty cash payment	

Item	Requirement	Reference to documentation of the proposed Solution
6.	Allow defining multiple bank accounts (normally, depending on currency).	
7.	Provide the capability to prevent payment to a vendor with a debit balance (AR).Create charge-backs to receivables automatically.	
8.	The system should provide for Post-dated cheques. This is to be handled through memo vouchers. The system should provide a list of post-dated cheques.	
9.	<p>Hold Payments</p> <ul style="list-style-type: none"> -Enable to hold Payments for a specific vendor/ specific invoice. -Automatically hold payment of invoices that do not match with PO. -Provide user definable hold types. ■ ■ ■ ■ ■ ■ ■ ■ -Hold removal should be based on password control. <p>Capability to place payments on hold based on user specified criteria (e.g., vendor, due date range, etc.).</p>	
10.	Invoices/Purchase-orders may be advanced in part/full. If advance has been paid for an invoice, system should adjust the advance automatically. Offset on account payment against invoices payable.	
	Payment Scheduling	
1.	All invoices, expense reports and employee advances will be marked “Ready to Pay” upon approval. The Accounts Payable section is responsible for scheduling and processing the actual payments.	
2.	<p>Payment schedules may be based upon</p> <ul style="list-style-type: none"> -Vendor category (Local, Foreign etc.) -Due date -Payment method (Cheque or DD or electronic etc.) -Voucher types (Vendor Invoices, Staff advances etc.) 	
3.	A quick payment option should be provided to select the vendor and the invoice for immediate payment.	
4.	Provide access to payment scheduling information based on user defined selection criteria (i.e., desire to view the schedule for paying advances).	
5.	Generate list of invoices selected for payment and an	

Item	Requirement	Reference to documentation of the proposed Solution
	exception list with invoices not selected for payment. Select or exclude invoices after auto generating them for payment.	
6.	Specify whether to include debit/ credit note at payment run.	
7.	Credit notes	
	Credit notes may be against a specific invoice or for a vendor. Adjust the credit notes to against invoices and pay the balance.	
	If a credit note is not fully used by one payment, maintain the balance of the credit for application against a future payment.	
	Send a note to the supplier that a credit has been applied to the affected payment.	
8.	Retention Money control	
	Calculate retention according to a predefined percentage or a fixed amount.	
	Provide inquiry on total retention for a vendor.	
	Provide report showing Invoice amount, paid amount, outstanding amount and retention amount for each invoice.	
	Retention money should be posted into a separate GL Account.	
9.	Bank Transfer payments	
	Print Bank transfer letters with Vendor bank Account details.	
10.	Provide for inputting debit/credit memos and apply them to the invoice.	
11.	Remittance advices	
	Print remittance advices for all payments with detailed breakdown of the payment.	
	Email the remittance advices to the vendors directly from the system.	
12.	Payment currency	
	Pay the invoices in Invoice currency.	
	Post exchange gain or loss automatically into GL.	
13.	Generate debit notes for Purchase Returns.	
14.	When interfacing a Payment voucher to GL, include bank charges, etc. and the net effect is posted to the bank.	
15.	Accumulate all outstanding expense reports for an employee and process a single payment. Indicate the individual expense report identifiers on the payment support.	

Item	Requirement	Reference to documentation of the proposed Solution
16.	Automate late delivery penalties Processing. Calculate the penalty based on the delay in actual delivery from the agreed delivery date based on predefined percentages and tariffs. The amount payable on the invoice to be reduced to that extent	
17.	Automatically generate unique payment identification numbers.	
18.	Provide a report, inquiry or printed, of those vouchers that consist of invoices to which discounts may be taken (based on their scheduled payment process date) but are not specified to take advantage of the discounts.	
19.	Provide online facility to cancel a Payment.	
	The payment cancellation involves	
	- Mark the payment as cancelled and post the cancellation reason in the payment record.	
	- Reversal of all the associated accounting entries. - Reset the associated voucher, vendor invoice, expense report or advance status to “ready to pay” status.	
20.	Provide the access to payment cancellation information based on user defined selection criteria (all cancelled payments for a specific department by a specific employee).	
Interface to General Ledger		
1.	Option to interface accounting entries to GL in detail or in summary.	
2.	Should be able to post Expense accounting entries and Payment entries.	
3.	Capability to pass accruals for invoices.	
4.	Generate accrual entries upon receipt and acceptance of goods and services.	
5.	Capability to derive expense accounts from the Part No. etc.	
6.	Capability to pass Exchange gain/loss account entries automatically.	
7.	Accounts Payable Sub-ledger should reconcile with GL at any point of time.	
8.	Enable amortization of prepaid expenses in GL, once the payment is made.	
9.	Allow inputting pre-defined text codes in the place of account Nos. For example, if the user inputs “hotel” in Account field,	

Item	Requirement	Reference to documentation of the proposed Solution
	it should be automatically translated into corresponding account number.	
10.	Validate all accounting data using General Ledger.	
11.	Transaction inquiries	
	- By vendor key	
	-By vendor name	
	-By check or payment number etc	
12.	Vendor sub-ledger inquiry/report	
13.	Open vendor transactions	
14.	Vendor transactions not posted to General Ledger	
15.	Payable amounts	
	-Vendor	
	-Accounts Payable Control account	
	-Advance payments account	
	-Expense account etc.	
16.	Provide the ability to perform document cross-referencing in which a user can query on any document and identify the document numbers of associated transactions in the processing "chain" (e.g., querying on a purchase order would provide any amendments to purchase orders, receiving notes, requisitions, and invoices).	
17.	Payment voucher	
18.	Bank transfer advice	
19.	Cash requirement report (proposed payments listing based on due date)	
20.	Age the payable reports (Summary or detail) by Due date, by Invoice date	
21.	Historical vendor invoices (settled fully)	
22.	Material Receipts for which invoice is not yet received	
23.	Vendor Statement of Account in foreign/local currency	
24.	Overdue invoices by vendor	
25.	Penalty imposed	
26.	Uncertified invoices	
27.	Vendor purchases/purchase-returns/payments/voided-payments	
28.	Unallocated payment	

Item	Requirement	Reference to documentation of the proposed Solution
29.	Invoices on hold	
30.	Approved invoices, Unapproved invoices	
31.	Invoices released from hold	
32.	Post-dated cheques	
33.	Email to suppliers (Balance Confirmation, Remittance advice etc.)	
34.	Outstanding analysis by Department or Cost Centre.	
35.	Accounts payable sub ledger in summary and in detail to reconcile the vendor balances with the control account balances in the General Ledger	
36.	Payment due alert	
37.	Payment due date management	
38.	Bank reconciliation.	
39.	Discounts earned and lost report	
40.	Check Register	
41.	User friendly report writer for ad hoc inquiries/reports	
	General Requirements	
1.	Goods and services may be received as a single receipt or multiple receipts. An invoice may contain multiple Purchase Orders.	
2.	Prevent duplicate payment and overpayment of invoices/Purchase-orders.	
3.	Close the P.O. Automatically upon final matching of invoices.	
4.	Interface to Fixed Assets System Fixed Assets should be automatically interfaced into the Fixed Assets System from Accounts Payable System.	
5.	Audit Trails -Provide audit trail of all changes to master files and transactions.	
6.	Supplier/Customer Netting -Set off vendor balance with customer balance -Notify the existence of a related customer outstanding -Generate warning while making payment to vendors who is also a customer if any outstanding amount is due from him	

6.4.3. Accounts Receivable (AR) Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	State of the art Technology	
	Accounts Receivable and the other Financial systems should be parts of an integrated Enterprise solution based on the state of the art Information Technology, fusing the technologies GUI, Graphics, Charts, Object linking, Internet, email, Workflow, Drill-Down	
2.	Multiple companies	
	Accounts Receivable and the other Financial systems should support multiple companies within a corporation. Every company is a separate operating unit with its own Purchase, Payable, Inventory and Receivable. Corporation level consolidation and reporting	
3.	Multiple currencies	
	The system should support multiple currencies using a centralized currency conversion table.	
4.	Object linking	
	The system should enable linking of objects such as images, scanned images of invoices, MS Word documents, MS Excel spreadsheets etc. to the screens and the reports.	
5.	Report Writer	
	An end-user driven online report writer should be available within the package. Up to the moment data from the Receivables and the other financial systems should be available to the end-users for reporting purposes.	
6.	Objective	
	Provide management with the information required to exercise financial and administration control over the Debtors.	
7.	Main data to be kept for each customer	
	· Customer Id. (alphanumeric, system generated or user assigned)	
	· Legal name of the customer, Short name	
	· Multiple addresses (Sold-to, Bill-to, Shipment-to, Statement-to etc.) names and addresses including phone no., contact name and designation, fax no., email id. Web address etc.	

Item	Requirement	Reference to documentation of the proposed Solution
	<ul style="list-style-type: none"> · Customer category/type for reporting purposes (Internal/External, Local/Foreign, Private/Government etc.) 	
	<ul style="list-style-type: none"> · Default Currency 	
	<ul style="list-style-type: none"> · Default Payment/Credit/Discount terms (Payment days, Interest rates on overdue payments, Prepayments, Minimum charge etc.). Default standard customer terms may be overridden by the user. Allow different Payment terms by the billing address. 	
	<ul style="list-style-type: none"> · Credit Rating and Limit 	
	<ul style="list-style-type: none"> · Method of payment 	
	<ul style="list-style-type: none"> · Status (active/inactive/on-hold etc.) 	
	<ul style="list-style-type: none"> · Parent customer code to consolidate the customer with multiple bill-to and sold-to addresses for credit and balance calculations 	
	<ul style="list-style-type: none"> · Sales Representative responsible for the customer 	
	<ul style="list-style-type: none"> · Credit contacts made with vendor (dates and comments) 	
	<ul style="list-style-type: none"> · Flag to indicate disputes exist with the customer 	
	<ul style="list-style-type: none"> · Default Revenue account 	
	<ul style="list-style-type: none"> · Market Segment 	
	<ul style="list-style-type: none"> · Frequency of Statement of Account Generation 	
	<ul style="list-style-type: none"> · User defined data 	
8.	Maintain a Customer Master for each company with the facility to identify common customers within the Corporation.	
9.	Provide an online facility to maintain the Customer Master. Customer master may be interfaced from external applications to Accounts Receivable System.	
10.	System should prevent creation of duplicate customer masters. If there are identical information input such as customer name or P.O. Box or Phone No. while creating a new customer, the system should warn that the customer is already present.	
11.	A vendor of Accounts Payable and a customer of Accounts Receivable may be same. Hence there should be a link between Vendor Master and Customer Master to identify	

Item	Requirement	Reference to documentation of the proposed Solution
	common vendor/customer.	
12.	If a customer has multiple billing addresses, provide for individual credit limit as well as corporate level credit limit. If only corporate level credit limit is specified, distribute it to various companies within the corporation.	
	Customer Invoices	
13.	Provide for various types of invoices.	
	Examples:	
	· Sales invoices, Manual invoices, Inter-department invoices	
	· Adjustment to invoices, Credit and debit memos, Statements	
	· Applicable penalties such as delayed payment /fees, bounced cheques, etc	
	· Advances, Prepayments	
	Every document type may have its own document sequence.	
14.	Invoices may be interfaced from an external Billing System and processed in batch. However, provide an online facility to input/maintain invoices with following data.	
	· Customer number	
	· Invoice no. and date (system generated)	
	Our PIN and VAT number	
	· Customer's PO number (one or more lines)	
	· Comments, Source identifier	
	· Default Payment terms code, due date etc. that may be overridden	
	· Default accounting period that may be overridden	
	· Gross and net invoice amount, Currency	
	Taxes	
	Ability to provide ETR signature	
	· Discount type and amount, Account No. to post discount.	
	· Tag to indicate that the Invoice is under dispute etc.	
	Display default customer information that may be overridden by the user. If invoices are processed in batch, they should undergo all the validations of invoices entered online.	

Item	Requirement	Reference to documentation of the proposed Solution
15.	Enable to input details necessary for distributing the revenue (Division, Department, Cost Centre, Location, Product Type, Account number, Activity, Event etc.). Allow unlimited account distribution lines. The user may override default account distribution	
16.	The system should prevent inputting duplicate invoices.	
17.	<p>Invoice Printing</p> <ul style="list-style-type: none"> · Provide facility to print invoices in multiple customizable formats. · Invoice format may differ depending upon the product type, customer type etc. · The invoices may be printed on A4 or Pre-printed stationery. · Restrict invoice printing if not approved. ■ ■ ■ ■ ■ · If an invoice is reprinted, indicate it as “Reprint”. Select Bank Account in the invoice for payment · Print Bank account and payment mode details on the invoice. · Invoices may be printed in batch based on a predefined sort order such as Customer code. · Invoices may be printed in multiple currencies. 	
18.	<p>The system should support</p> <ul style="list-style-type: none"> · Multiple invoices for a Purchase order · Multiple Purchase Orders for an invoice · Calculation of commissions, freight, discount, and net invoice amount · Different due dates for individual lines on the same invoice 	
19.	<p>The system should keep track of following data for each customer.</p> <ul style="list-style-type: none"> · Turnover details for this period, year to date, and last year · Average number of days paid late · Last invoice date and amount · History of invoices 	
20.	The system should consider Freight outward, Insurance etc. along with the respective invoice.	

Item	Requirement	Reference to documentation of the proposed Solution
	Receipts from Customers	
21.	Provide for various types of receipts.	
	Examples:	
	· Pre-payments	
	· Partial payments	
	· Automatic recurring payments	
	· One-time customer payments	
	· Stop payments	
	· Void payments (automatic reversal for void cheques)	
	· Write-offs	
	· Offsets	
	· Non-A/R receipts (Cash payment from employees etc.)	
22.	Receipts from Customers may be interfaced from a feeder module. However, provide an online facility to input and maintain receipts.	
23.	The online facility to maintain the receipts should also enable the users to navigate through the open invoices and apply the receipt.	
24.	When entering a Receipt for a customer, the system should consider the bank charges, exchange loss etc.	
25.	Provide facility to print Cash Receipt form (customer copy).	
26.	Record bad cheques from vendors	
27.	Maintain collections history for every customer.	
	Application of Receipts to Invoices	
28.	Receipts may be applied to the invoices at the time of inputting the receipt or later. Receipts may be applied to invoices in batch run also. The receipts may be applied to selected invoices or oldest invoices or left as unapplied. A receipt may be applied.	
29.	Reversal of cash application should be equally flexible and should fully reverse an applied payment.	
30.	Enable cash application corrections across companies and generate related accounting distribution.	
31.	The system should support partial receipt for an invoice as well as one receipt for multiple invoices.	

Item	Requirement	Reference to documentation of the proposed Solution
32.	Enable to apply a single payment from a customer across multiple business units	
33.	Enable to apply Credit Notes to invoices.	
34.	Receipts and Invoices may be of different currency. Automatically calculate and generate accounting entries for currency exchange gains or losses	
35.	Prepaid receipts should be automatically processed. Application of Prepaid receipts may span one or more financial years.	
36.	A receipt that is already applied and posted in GL may be voided, if a cheque is dishonoured. The history of dishonoured cheques by customer should be available in the system for future decision making and classify the customer on his credit worthiness. In	
37.	The system should interface accounting entries automatically to GL for each receipt.	
	Netting of Payables and Receivables	
38.	<p>In case of a customer who is also a vendor,</p> <ul style="list-style-type: none"> · Compare A/P and A/R balances by customer for potential offset. · ability to create a payment in Accounts Payable against the supplier's invoice · ability to create a receipt in Accounts Receivable against the customer's invoice · Produce a report with the above details that may be sent to the Vendor/customer. 	
	Inquiries	
39.	A single screen to analyse all obligations, receipts and unapplied receipts for a given customer	
40.	<p>Summary screen showing following details by customer.</p> <ul style="list-style-type: none"> · Sales year to date · Last invoice date and amount · Last receipt date and amount · Outstanding invoice balance, ageing · Overdue invoice balance, ageing · Unapplied receipts <p>It should be possible to drill-down these details to Invoices</p>	

Item	Requirement	Reference to documentation of the proposed Solution
	and Receipts level.	
41.	Online inquiry of invoices/receipts by	
	· Invoice No.	
	· Customer No.	
	· Customer Name	
	· Cheque/Receipt No.	
	· Invoice amount	
	· Invoice date	
	· Receipt amount	
	· Receipt date	
42.	Online inquiry of Period-to-date/Year-to-date invoices/Receipts/Voiced-Receipts etc. by Customer or Customer-type	
	Reports	
43.	Customer Master Report	
44.	All "children" related to a specific "parent" customer	
45.	Customers on hold	
46.	Customer Credit status (Balance and remaining credit)	
47.	Customer Transaction Register (Summary/Detail)	
48.	Unapplied Receipts Register	
49.	Customer History Report	
50.	Customer PTD/YTD invoices/Receipts/voiced receipts	
51.	Receivable amount by customer or by GL control account	
52.	Overdue invoices by Customer or Customer type	
53.	Customer Statement of account, Reminder letter, Balance confirmation letter etc. (in customized format)	
54.	Customer Performance report showing due date and payment date.	
55.	Profitability Report by Customer or by product	
56.	Sales Commissions due report	
57.	Customers with credit balance	
58.	Budget vs. Actual sales	
59.	Price/Qty variance analysis	
60.	Daily invoices register	
61.	Open or Paid invoices by customer (by Invoice No. or by	

Item	Requirement	Reference to documentation of the proposed Solution
	Invoice/Line No.)	
62.	Daily receipts register	
63.	Bank deposit slip	
64.	Receipts history by Customer or Payment type or Invoice	
65.	Standard report for tracking unapplied receipts	
66.	Aged customer statement of account (Summary/Detail)	
	· The aging may be based on Invoice date, transaction date, due date, discounts date etc.	
	· User may specify the selection criteria and the sort sequence.	
	· Ageing report may be required as of a past date. For this purpose, the system should keep a snapshot of the statement as of last date of every month.	
	· Include Invoice reference and customer's reference for cheques.	
	· A Period-to-date Statement of account will show the opening balance carried forward from the previous period, movements during the current period and the closing balance.	
	· A detailed Statement of account will include all the outstanding invoices.	
	· Print disputed outstanding in a separate column.	
	· The statement of account should be available by billing-address as well as consolidated by the parent customer.	
	· It should be possible to group the statement as per user requirement.). Example:	
	- by Department	
	- by Division	
	- by Sales agent	
	- by Territory	
	- by Customer Class	
	· Enable to fax or e-mail the statement to customers automatically.	
	· Enable to download the statement into Excel.	
67.	Sales Reports	
	· Sales and gross profit by customer (YTD, last year)	
	· Sales Register (Shows variance between the Quotation	

Item	Requirement	Reference to documentation of the proposed Solution
	and invoice)	
68.	Standard reports:	
	· Bad debts	
	· Invoices past due days and outstanding days	
	· Invoices coming due in future time periods	
	· Collections performance	
69.	Dunning Letters	
	· Provide multiple form of dunning letters.	
	· Enable to automatically fax or email them to the customer.	
	· Enable to selectively remove line items from the dunning letter.	
70.	Customer activity statements produced automatically for certain customers or for all customers for a given sales executive	
71.	Automatic reconciliation of Accounts Receivable Ledger with General Ledger	
72.	Average collection period analysis (number of days taken to pay from invoice date)	
73.	Cash-flow forecast for current/future periods.	
74.	Corporate level reports by consolidating the company level data	
	General Requirements	
1.	Bad debts	
	·Automatically determine bad debts (based on parameters), initiate write-off procedure and generate appropriate account entries.	
	·ability to apply bad debts on case by case basis	
	·Provide an on-line facility to write-off bad debts.	
	·Invoke a written-off amount, if a customer agrees to pay the amount.	
2.	Interface to GL	
	The system should generate accounting entries automatically for every transaction that takes place in the system. The Journals may be interfaced to GL daily/weekly/monthly as required by the users.	

Item	Requirement	Reference to documentation of the proposed Solution
3.	Provide an automatic credit rating facility for each customer.	
4.	Provide for automatic write-off of small differences on cash remittances according to pre-set criteria.	
5.	Restrict sensitive functions (generation of credit memos, rescheduling of due dates, reductions in receivable amounts, bad debt write off etc.) to authorized users only.	
6.	Provide auto-reminder capabilities.	
7.	It should be possible to pay a debtor for Credit Notes through a bank transaction.	
8.	Provide a facility to maintain security deposit for a customer. Security deposit should be independent of the customer balance.	
9.	Provide facility to manage the post-dated cheques from the customers.	
10.	Provide web access to customers to view their account.	
11.	Audit trails should be provided for all data.	

6.4.4. Cash Management Requirements

The following requirement should be supported by the Cash Management module:

Item	Requirement	Reference to documentation of the proposed Solution
1.	The module should provide cash flows projections from the integrated modules	
2.	The module should provide cash flows projections from external modules on local and remote databases	
3.	Module should allow the entry of expected cash flows from other sources (outstations)	
4.	Users can define cash forecast templates including: <ul style="list-style-type: none"> -Forecasting periods -Selection criteria for each source 	
5.	Module should be able to generate cash forecast in any currency	
6.	Module should allow to analyse currency exposure	
7.	Module should allow the recording of bank statements	

Item	Requirement	Reference to documentation of the proposed Solution
	automatically or manually	
8.	Users should be able to reconcile bank statements automatically or manually	
9.	Users should be able to reconcile with payments and receipts in the payables and receivables programs and external modules	
10.	Users should be able to reconcile correcting statement lines against error statement lines	
11.	Users should be able to clear payments and receipts prior to reconciliation	
12.	Users should be able to :	
	a. automatically create miscellaneous transactions to record bank initiated activities	
	b. Automatically generate reconciliation accounting entries	
	c. automatically record foreign currency gains and losses	
	d. automatically reverse bounced cheques or rejected receipts	
13.	The module should allow users to run inquiries to review cash forecasts and reconciliation activities	
14.	Module should allow users to run standard reports to:	
	-Review cash forecasts	
	-Analyse bank statements	
	-Identify transactions available for reconciliation	
	-Compare bank and G/L balances	
	Audit bank statement document numbers, among others	
15.	Provide access to projected cash requirements information based on selected time frames (i.e., desire to view the projected cash requirements for the next 30 days).	
16.	Support the real time printing of cheques that are designated as real time rushes.	
17.	Provide access to payment information based on user defined selection criteria (i.e., desire to see all cleared payment information for the month of August).	
18.	Provide the ability for reprinting of cheques or the regeneration of electronic funds transfers (Bank Transfer). The module should allow reprinting and regeneration only if the payment has not cleared and a stop payment has been issued.	

Item	Requirement	Reference to documentation of the proposed Solution
19.	Provide a report, inquiry or printed, of current cash needs based on those expenditures (vouchers, expense reports and advances) that are “approved to pay,” but not yet paid.	
20.	Default the cancellation date to the current date but allow it to be overridden.	
21.	Prevent any cancellation activities if the payment has cleared the bank.	
22.	Prevent the issuance of any new payment until the stop payment is flagged as received and accepted by the banking institution.	
23.	Provide a facility to indicate that the stop payment has been received and accepted by the banking institution.	
24.	Have the ability to create both computer produced and manual cheques.	
25.	Allow for the automatic production of cheques based on date, account balance etc.	
26.	Electronic payment capability must be included in the module.	
27.	Be capable of producing cheques on a mass basis after appropriate security has been exercised.	
28.	Allow for the entry and recording of manual produced cheques;	
29.	Allow for the generation of a single cheque for multiple invoices from a single vendor.	
30.	Prevent the use of duplicate cheque numbers and flag breaks in cheque number sequence.	
31.	Maintain a minimum of seven-year record of cheques paid to vendors, sorted by vendor.	
32.	Checks for duplicate cheque numbers.	
33.	Can print cheque details on more than one cheque tub.	
34.	Can print separate cheque remittance advices.	
35.	Provides an audit trail of voided cheques.	

Fixed Assets Requirements

Item	Requirement	Reference to documentation of the proposed Solution
1.	<p>State of the art Technology</p> <p>Fixed Assets and the other financial systems should be parts of an integrated Enterprise solution based on the state-of-the-art Information Technology, fusing the technologies GUI, Graphics, Charts, Object linking, Internet, email, Workflow, Drill-down, E</p>	
2.	<p>Multiple currencies</p> <p>The package should support multiple currencies using a centralized currency conversion table.</p>	
3.	<p>Object linking</p> <p>The package should enable linking of objects such as images, scanned images of invoices, MS Word documents, MS Excel spreadsheets etc. to the screens and the reports.</p>	
4.	<p>Report Writer</p> <p>An end-user driven online report writer should be available within the package. Up to the moment data from the Fixed Assets and the other financial systems should be available to the end-users for reporting purposes.</p>	
5.	<p>Objective</p> <p>Provides the capability to setup and maintain depreciation methods and schedules to the Fixed Assets and apply the depreciation.</p>	
Depreciation Setup and Processing		
6.	<p>Capitalized assets are setup within asset groups. Provide online facility to maintain depreciation method, depreciation schedule and the first-year convention for the asset groups. Support depreciation methods such as Straight line, Declining balance,</p>	
7.	<p>For an asset, the system assigns the depreciation method and schedule that correspond to the group of the asset. However, these values may be overridden by the user.</p>	
8.	<p>Certain percentage of the cost/net-book-value of an asset or a specific amount may be depreciated for an asset group or a specific asset.</p>	
9.	<p>Support the flexible designation of first year conventions, such as half-year, mid-quarter and full year.</p>	
10.	<p>Multiple methods and schedules may be established for asset groups in order to support financial books and multiple tax</p>	

Item	Requirement	Reference to documentation of the proposed Solution
	books.	
11.	Provide for multiple books (including net book value for each asset) for:	
	·Kenya Financial Activities	
	·Kenya tax	
	·"What if" analysis of alternative depreciation methods	
12.	Allow the user to specify how depreciation should be applied. Depreciation can be applied to:	
	·Active (asset currently in use)	
	·Inactive (asset currently not in use e.g., in storage)	
	·All (All fixed assets, both active and inactive)	
13.	Allow the user to switch depreciation methods for a specific fixed asset or group of fixed assets during the life of the asset(s) (e.g., switch from an accelerated method to straight line in order to maximize depreciation).	
14.	Provide the user with the ability to adjust book values manually and generate the appropriate journal entries. The module should require an explanation for the adjustment.	
15.	Prorate depreciation when changes occur.	
16.	Compute depreciation as per the depreciation method and depreciation schedule specified for the asset. Post appropriate accounting entries in GL.	
17.	Provide the ability to calculate the annualized and forecast depreciation expense.	
18.	Provide the ability to recalculate depreciation for previous periods, within a calendar year, whenever changes occur (e.g. when rebates from vendors are allocated)	
19.	Allow single fixed asset depreciation to be allocated, as specified by the user to multiple departments (e.g., large computer mainframe depreciated and the depreciation is allocated to all user departments).	
20.	Maintain both Financial and Tax books. The tax books should be maintained in multiple variations (e.g., earnings and profit, local tax).	
21.	Allow the Financial and Tax books to be processed and closed independent of each other. Allow the Financial group to process transactions but have the transactions suspended while the Tax group processes returns.	

Item	Requirement	Reference to documentation of the proposed Solution
22.	Allow comparison of different methods of depreciation for an asset.	
	Fixed Assets Addition	
23.	Main data to be kept for each asset:	
	·Asset Serial No. (system generated as well as manually numbered)	
	·Manufacturer, Model, Description	
	·Asset bar code	
	·Asset Type or Group, Account No.	
	·Vendor, Invoice reference, P.O. reference, Acquisition Date	
	·Commissioned date or Depreciation start date	
	·Original cost, Multiple add-on costs, Salvage value, Useful life	
	·Main and Subcategory	
	·Asset Status (active, inactive)	
	·Location, Profit Centre	
	·Components	
	·Shared-use ability	
	·Inventory control Part No. or tag number	
	·Asset ownership, Partnership ownership information – status	
	·Custodian	
	·Property tax	
	·Lease terms (leased asset report)	
	·Depreciation method, Depreciation rate, type and convention	
	·Warranty terms, start and end date	
	·Insured value and conditions (insured assets report)	
	·Licensing terms	
	·Project Tracking reference, Regulatory identification number	
	·User defined data	
24.	Normally, the fixed assets are interfaced by Accounts Payable System into Fixed Assets System as part of vendor invoice processing. Based on the account and cost of the invoiced	

Item	Requirement	Reference to documentation of the proposed Solution
	item, the Accounts Payable System will decide whether the item is a Fixed Asset or not. Payables may optionally prompt the user to input additional information necessary to add the Fixed Asset in the Fixed Asset system. Or, Payables may create an incomplete Fixed Asset record with whatever data available. Later, the user may input the additional data in Fixed Assets, making it active.	
25.	The Fixed Assets may be input directly into the Fixed Asset system. Provide an online input/maintenance facility for this purpose.	
26.	Provide for super assets, where multiple occurrences are kept for an asset. Generate a tag number for each occurrence of the item. Certain quantities may be detached from a super asset and relocated.	
27.	Provide the ability to select the line-item description from a table that consists of predefined descriptions that are associated with the appropriate account code.	
28.	Allow the specification of different cost values for the financial and tax books for the same asset.	
29.	Display default depreciation method and depreciation schedule corresponding to the asset group while adding an asset. Enable the user to override these values.	
30.	Provide an indicator for capital leases and loaned assets to prevent transfer, sale, or disposal.	
31.	Provide an indicator to record assets that are received free of charge.	
	Fixed Assets Disposal	
32.	<p>Assets may be disposed off at any point of time. There may be various types of disposals.</p> <p>Example:</p> <ul style="list-style-type: none"> ·Donation ·Sale ·Write-off ·trade-in etc. 	
33.	<p>The users will input all information necessary to record the disposal.</p> <ul style="list-style-type: none"> ·Type of disposal ·Date of disposal (may be in past accounting period) 	

Item	Requirement	Reference to documentation of the proposed Solution
	·Reason for the disposal	
	·Proceeds in the case of a sale or trade-in	
	·Disposal quantity in case of super asset	
34.	Enable mass disposals.	
35.	In case of a sale or trade-in, Profit or Loss = (Sales Proceeds) - (Net Book value of disposed asset)	
36.	Disposal information should be reviewed and approved by the appropriate authority	
Fixed Assets Transfer		
37.	Provide for various types of asset transfers.	
	Example:	
	·Change of location (Inter-department, Inter-company etc.)	
	·Change of commissioned date to retrospective/future date	
	·Change of Asset account number	
	·Upgrading or Value addition to the asset	
	·Maintenance cost	
	·Component part transfers	
	·Mass asset transfers from one account, project, location, or responsibility centre to another.	
	·Revaluation of assets (Change the basis of depreciation and net-book value)	
	·Adjustment to the cost of the asset (e.g. capitalization of renovation cost)	
	The above changes may be with respect to a retroactive date.	
38.	The users will input all information necessary to record the transfer. ·New location/account etc. ·The effective date of the change ·The reason for change The transfer must be approved by the appropriate authorities.	
39.	The system will update the fixed asset record(s) with the new location/account etc. and generate appropriate journal entries.	

Item	Requirement	Reference to documentation of the proposed Solution
40.	Ability to integrate to external systems such as intranet workflows (refer to Appendix 1)	
	Inquiries	
41.	Asset inquiry	
	·By asset id.	
	·By asset type	
	·By asset status	
	·By location	
	·By ownership	
	·By Asset Tag No.	
	·By period of commissioning etc.	
42.	Drilldown facility for inquiring assets	
	Reports	
1.	An asset register (showing net book value) as per user defined selection criteria and sorting order	
2.	List of Fixed assets transactions (Asset additions, Asset changes, Asset disposals etc.)	
3.	Gains/Losses report for all sales and trade-in disposal assets	
4.	Asset depreciation register (detail and summary)	
5.	Projected results of a change in depreciation methods for an asset group or a specific asset	
6.	Projected depreciation over a user specified period of time for budgeting purposes.	
7.	Reports to facilitate the reconciliation of GL and Fixed Assets Register	
8.	List of all Journals created during a month	
9.	Maintenance expenses incurred for assets	
10.	History of upgrades to the asset	
11.	Report showing Insurance expiry dates	
12.	Report in multi-currency	
	General Requirements	
1.	Interface to General ledger	
	Interface appropriate accounting entries to the General Ledger for each transaction (Asset addition, disposal and Asset changes).	

Item	Requirement	Reference to documentation of the proposed Solution
	Depreciation entries to the respective profit centres may be posted in detail or summarized and posted.	
2.	Interface from Accounts Payable Interface Fixed assets, value addition to already present assets, details of respective invoice etc. from Accounts Payable to Fixed Assets.	
3.	Provide for complete asset history, for example: <ul style="list-style-type: none"> <li data-bbox="336 636 1098 712">· Depreciation, Depletion, and Amortization: current period, year-to-date, accumulated <li data-bbox="336 716 1098 752">· Book value <li data-bbox="336 757 1098 792">· Remaining life <li data-bbox="336 797 1098 833">· Transaction history with line-item comments <li data-bbox="336 837 1098 873">· Repair and maintenance tracking <li data-bbox="336 878 1098 913">· Property tax payments and accruals tracking <li data-bbox="336 918 1098 954">· Warranty claims and settlements tracking <li data-bbox="336 958 1098 994">· Insurance claims and settlements tracking <li data-bbox="336 999 1098 1034">· Start and end-dates 	
4.	Provide facility to print bar code stickers to tag the assets. This will simplify the physical inventory process.	
5.	Track non-capital assets. Non-capital assets are outside the capitalization policy but required to be tracked and controlled.	
6.	Track asset insurance details such as sum insured, premium etc.	

6.5. Procurement and Supply Chain Management

Supply Chain Management Objectives

- a) Standardize the purchasing processes throughout ISCOS departments.
- b) Drive touch-less purchasing and influence ISCOS's corporate procurement policy
- c) Increase saving opportunities
- d) Establish online link between the procurement, financial, budget control, and inventory through requisition, ordering, quoting, and contract management.
- e) Track procurement contracts compliance

- f) Manage maintenance contract and maintenance vendor performance
- g) Integrate fixed assets management with the purchasing and financial information
- h) Monitor asset regular maintenance

Scope

- a) Purchasing Management
- b) Procurement Contracts Management
- c) Inventory Management
- d) Sourcing

6.5.1. Procurement and Supply Chain Management Requirements

Item	Requirement	Reference to documentation of the proposed Solution
General requirements		
1.	The system shall support a wide variety of procurement agreements including Technical/Works, Goods/Services, Consulting Services, In-Licensing Agreements, etc.	
2.	The system should provide a mechanism to enforce the business rules and functions required to execute the business.	
3.	Vendor management: monitoring obligations and performance of third party service providers.	
4.	Identify vendors with compatible corporate cultures	
5.	The system should be available 24 x 7, and data should be recoverable. (No data should ever be lost)	
6.	If the system is dependent on incoming data feeds, for a user to perform a task, and then the system must be able to accommodate such feeds.	
7.	Must include sub modules / functionalities for: User Requisitions Tendering / Request for Quotation processing Contract preparation Contract Administration Inventory management / Stores	
8.	Database module must store and access all contracts (for	

Item	Requirement	Reference to documentation of the proposed Solution
	all contract types, divisions, subsidiaries and affiliates) in a single database, or otherwise searchable with a single search query.	
	· Must have ability to store a wide variety of key dates and milestones beyond merely the start and end dates (e.g., when payments are due, reports are due, other deliverables are due, notice periods, options or rights expire, time for regular 6 month post-	
	· Must include tickler / notification ability, utilizing these key dates and milestones data for other workflow tasks or reminders (e.g., to tickler alert to lawyer when time for 6 month checkup).	
	· Must keep track of all these related documents, and all related agreements, with sub-folders or other structured hierarchy (e.g., original agreement and all amendments; master consulting agreement and all statements of work)	
	· Must be adaptable (workflow and/or database fields can change, entries can be updated, business rules and policies can be updated, etc.)	
	Contract information	
9.	Execute contract processing, Such as:	
	Maintain Contract	
	Change Contract with proper approvals	
	Maintain Contract Supplement	
	Create and send a Messages for Contract	
	Release/approve contracts	
10.	Maintain a contract conditions, Such as:	
	· Conditions for Purchasing	
	· Conditions for Contract	
	· Conditions for Info Record	
	Contract Management	
11.	Document Retention: Must have retention management functions, including validity period and storage period.	
12.	Should have ability to calculate payments due, including if escalator clauses	
	Contract Creation/Initialization- Contract Intake	
13.	The system contains an "Intake checklist" form that contains the following areas for end users to complete:	

Item	Requirement	Reference to documentation of the proposed Solution
	Contract type and name, Budget Availability, Request For Proposal (Y or N), Vendor Name, Non-Disclosure Agreement (One-way and Two-way), and Financial due diligence.	
14.	The system contains the functionality to house a "Contract Fact Sheet" during the intake process that stores the following information: Business Justification, Technical Requirements, Maintenance Requirements, Vendor Contacts (business and legal), Client	
15.	The system has an area within "Intake" that supports textual documentation for "Contract Review" during the Intake process. Areas of input include: Risk Assessment and Issues, Key Benefits, ROI Summary, Key Negotiated Issues, Current Status.	
16.	The system intake process has functionality that includes the "Contract Finalization." This area includes signoffs, effective date and signature, final version and deal summary, term and termination date, renewal date deadline, notice requirements and date	
17.	The system should allow contracts to be automatically created and manually created, based on contract 'types'.(i.e.-Advertising Revenue, Other Revenue, Purchasing Agreements, Lease Agreement, etc.	
18.	Each contract should have a unique ID. This unique ID should exist for both manual and auto-created contracts.	
19.	Ability to create a "single" contract number that can be utilized across all operational, ERP, and other financial systems.	
20.	The system will allow other 'external' applications to request the creation of contract ID's. This should be pre-defined as part of workflow.	
	Contract Creation	
21.	Ability to route and approve term sheet prior to drafting of the contract with language	
22.	Create standardized contracts quickly and easily by utilizing standard menus, lists and auto-fills for population of contract data.	
23.	Need to have the ability to create contracts using standard terms and clauses.	
24.	Timely and consistent generation of contracts compliant	

Item	Requirement	Reference to documentation of the proposed Solution
	with company policies.	
25.	The system supports required fields to avoid missing information.	
26.	The system should support multiple addresses and contact information for vendors - vendor/supplier management.	
27.	The Contract Management Module differentiates between prospective and existing vendors.	
28.	Allow special item products to be defined as needed	
29.	Inform sub-contractors of obligations: Customer, Contract #, Locations, Model, Serial and Configuration, Start Date, Service Products	
30.	The system should have the ability for contract specialists to document the products covered by the contract. This should include general and specific product information.	
31.	Build mechanisms for pricing and service-level agreement flexibility into the contract.	
32.	Enables unique workflows based on business rules. e.g. based on contract type or business process. Enables ad hoc routing changes based on user permissions; Assign reviewers read-only or modify permissions	
33.	Attach supporting documents in any format, e.g. MS Word, Adobe PDF, and .rtf	
34.	Includes complex validation, e.g. an attempt to assign an item that is already under exclusivity with another party	
35.	The system should support transaction-based contracts.	
36.	The system needs to have the ability to apply an indicator to an entire contract, contract part, or individual revenue dimension to have guaranteed and non-guaranteed revenues.	
37.	The Contract Management module should have the ability to support contract data from outside sources. (i.e. other systems)	
38.	The Contract Management module should display the current status of the contract.	
39.	The system will allow for each contract ID to have multiple versions. Each new version of an original contract must be assigned a revision reason.	
40.	Every revised contract must have a valid revision reason	

Item	Requirement	Reference to documentation of the proposed Solution
	associated with it.	
41.	The system should support the ability of users to enter notes and other contract specific "general information". These notes should be stamped with the date, time, and name/login of the user who entered the data.	
42.	The system should support the ability of users to enter changes to the contract specific "general information". These changes should be stamped with the date, time, and name/login of the user who entered the data.	
43.	Ability to automatically notify via e-mail/reporting people prior to certain pre-determined triggers (e.g. renewals notices, performance milestones).	
44.	Ability to search on keywords	
45.	The system shall support the manual creation of contracts. This requirement is necessary to support situations where Revenue Accounting must create expense or other contract types that are not necessarily initiated by any other upstream system.	
46.	Only certain users, based on their role, will have the ability to manually create contracts.	
	Contract Admin and Maintenance	
47.	The system controls changes on data fields (revision history on critical data, notes who changed data field when, owner restrictions), preferably through time, date and user stamps for all activities.	
48.	The system supports auto-refresh capabilities.	
49.	Renegotiate/renew existing contract or put services out for rebid	
50.	The system should inform all parties of expiring contracts.	
51.	Allow rapid documentation of finalized renewal of contract by coping existing contract and allowing for modification (content and dates) to previously established contract.	
52.	Need to have the ability to store and access all contracts in a single location.	
	System Integration	
53.	The Contract Management Module should support integration with other ERP modules including,	

Item	Requirement	Reference to documentation of the proposed Solution
	Purchasing)	
	Auditing and Controls	
54.	The system should have the ability to audit the contract lifecycle.	
55.	The system should provide a secure and tiered access by user type.	
56.	The system controls changes on data fields (revision history on critical data, notes who changed data field when, owner restrictions), preferably through time, date and user stamps for all activities.	
57.	Access and user rights are may be limited on a user-by-user and a group-by-group basis.	
	Supplier Master Information- Supplier code	
58.	Allow Supplier code to be created as follows:	
	· Manual alphanumeric Supplier code	
	· System generated alphanumeric supplier code	
	Key Supplier Information	
59.	Ability to maintain the following information per supplier:	
	· Supplier code	
	· Supplier name	
	· Supplier Registration Number	
	Supplier VAT number	
	Supplier PIN number	
	· Registration date	
	· Registration expiry date	
	· Supplier type (local or foreign)	
	· Supplier type (Material, Service).	
	· Multiple Contact name	
	· Supplier location	
	· Multiple Supplier addresses	
	· P.O. Box No.	
	· Postal Code	
	· E-mail address	
	· Web Site	
	· Phone number (multiple)	

Item	Requirement	Reference to documentation of the proposed Solution
	· Fax number	
	· Owner(s) Details	
	· Default payment / credit term	
	· Active / inactive flag	
	· Default expense account	
	· Ability to change this default expense account if required	
	· Default GL AP control account	
	· Default currency	
	· Multiple Supplier bank account name	
	· Multiple Supplier bank account number & sort code	
	· Default delivery options	
	· Maximum order amount	
	· Minimum order amount	
	· Comments	
	· Grading of Supplier	
	· Supplier Purchasing Data	
	· Supplier Accounting Data	
	· Activities of the supplier	
	· Maintain Supplier's electronic catalog	
	· Working hours	
	Centralized Supplier Information	
60.	Ability to create Supplier master centrally for the entire COMPANY. However, the Suppliers should be grouped by business functions	
61.	Ability to merge the suppliers	
62.	Ability to enter multiple supplier addresses to a single supplier based on certain criteria such as for payment only or not.	
63.	Ability to maintain Supplier price lists based on agreed rate contract	
64.	Supplier file can be shared by both payments and purchasing department with different authority levels.	
65.	Ability to classify Suppliers. System should allow to create user defined classification for the same in multiple dimensions	

Item	Requirement	Reference to documentation of the proposed Solution
	Payment defaults	
66.	Ability to setup Supplier payment terms, payment schedule and payment groups	
67.	Ability to setup payment types such as cheque, bank transfer and effect the payments to various Suppliers based on the predefined payment. System should allow overriding the default payment type, if required, with proper authority.	
68.	Ability to define supplier bank accounts, link to various Suppliers and effect payment to these bank accounts through bank transfer electronically	
69.	Ability to make partial payment of an invoice	
70.	Ability to attach Company's internal banks to suppliers or supplier group from where the payment is made	
	Duplication	
71.	System should avoid creation of duplicate suppliers. System should check for duplicate Suppliers	
	Item Supplier relationship	
72.	On selecting an item, system should list out all the suppliers who have registered to supply that item	
73.	Assign various products / commodities to a Supplier	
	Block suppliers	
74.	Maintain the list of Blacklisted suppliers that do not perform as per Company's expectations	
75.	Block Supplier because of certain reasons by both purchasing and accounting depts.	
76.	The Blocked suppliers can be released only by appropriate authority	
77.	Record complaints about Supplier and responses	
	Supplier Performance Evaluation	
78.	Maintain supplier evaluation information	
79.	Maintain supplier performance history	
80.	Automatic evaluation of suppliers through agreed criteria	
81.	Manage Suppliers Without Evaluation	
	Supplier Registration	
82.	Create and rank approved supplier list	
83.	Control supplier status at the item level	

Item	Requirement	Reference to documentation of the proposed Solution
84.	If the validity period expires, then the Supplier should automatically become inactive, should be override-able with proper authority	
85.	System should maintain a list of suppliers whose validity has expired	
	Supplier Analysis	
1.	Purchases YTD and PTD in number and currency	
2.	Statistics for on-time, early, late deliveries	
3.	24 month statistical performance data	
4.	Average days early and late	
5.	Rejected salvaged in number and currency value	
6.	Supplier performance analysis: quality defects, delivery performance, cost/price	
7.	Supplier performance (price, quality, delivery) report	
8.	Supplier quality ratings	
9.	Statistical updating and reporting of supplier rating	
10.	Multiple Search criteria for supplier data	
11.	Historical information on Purchase Order / contract cancelled by company if any	
	Purchase Requisitions - Create Purchase Requisitions	
1.	Create Purchase Requisitions for stocked item, non-stocked items and fixed assets	
2.	Allow Online requisition entry and update	
3.	Purchase Requisition (PR) Header should facilitate at least the following information:	
	· PR Number	
	· PR Description	
	· PR Type	
	· Requester id & Service	
	· Total Value of PR in default currency	
	· Remarks	
	· PRs originated either manually or from PNR (Procurement Notification Report)	
4.	Purchase Requisition line facilitate at least following information:	
	· Item Code	

Item	Requirement	Reference to documentation of the proposed Solution
	· Item Description if requesting non coded item / service	
	· Unit of Measure	
	· Currency for purchase	
	· Estimated Price in both Local and foreign currency (if any)	
	· Multiple delivery dates for the PR header and for each line item	
	· Delivery instruction & Address for delivery (allow delivery at multiple locations)	
	· Suggested Supplier(s)	
	· Contact person(s)	
	· Urgency requirement by giving the reason and specifying approximate date of requisition	
	· Justification for requisition	
	· Note for approver	
	· Note for buyer / purchasing agent	
	· Note for receiver	
	· Note to Payable clerk	
	· General Notes	
	· Multiple Charge Accounts / Cost Centre	
	· Tolerance limit for quantity receiving with proper authority approvals.	
	· Tolerance limit for price when PR line is converted into PO/Contract with proper authority approvals.	
	· System should provide the functionality of three-way matching Concept.	
5.	Linking Purchase/Service Requisitions to Budget and option of reserving budget at the time of creating PR or at its approval	
6.	Ability to purchase an item by way of using funds checking from both capital and recurrent budget partially	
7.	Ability to link purchase requisition to project or contract for which request is created	
8.	Copying Purchase Requisition to Request for Proposal / Quotation (RFP / RFQ)	
9.	Copying Purchase Requisition to Purchase order	
10.	Ability to Refer to previous purchase price on PR	

Item	Requirement	Reference to documentation of the proposed Solution
11.	Ability to see the history of purchase of line items mentioned online	
12.	Ability to Refer to purchase agreement if any for the items	
13.	Have the capability to consolidate multiple purchase requisition from multiple departments in one PO/Contract per supplier	
14.	User can check the budget online against different charge account mentioned on the lines of PR	
15.	Ability to create Purchase Requisition for local as well as foreign purchases	
16.	Ability to attach documents (e.g. Word, excel etc) with the header and lines of purchasing documents (PR, RFQ, Quotes and PO/Contract)	
17.	The purchasing document should be integrated with supplier module	
18.	System should provide an indicator (e.g., highlighting) for supplier prices which are more than a defined period	
19.	System should not raise POs/Contracts directly if the supplier price is more a defined period.	
	Validating Purchase Requisitions	
1.	Receive PRs electronically in a central admin Office	
2.	Check PR for completeness of information and proper authorization, if incomplete, do not allow for further processing. Send PR electronically back to originator with reasons for doing so and indicating action required by originator	
3.	Check items in PR against the Standardized list (list of approved suppliers) and categorize PR as not from the Standardized list	
4.	Check if PR is related to one or multiple suppliers and categorize PR as single or multiple source procurement	
5.	Ability to forward PR through workflow based on the value of the document.	
6.	Change status of PRs	
7.	Record on the PR the type of PR supporting documents received	
8.	Allow Printing of PR	
9.	Return PR requesting further Information	

Item	Requirement	Reference to documentation of the proposed Solution
10.	Track time taken to process Purchase Requisitions in system	
11.	Transfer the Purchase Requisition electronically to the concerned person through workflow as per authority level	
12.	View supplier database	
13.	Cancel all or part of PR at any time and record the reason for cancelling it, this Should be done only with proper authority	
	Purchase Orders Processing- Purchase order information	
1.	POs/Contracts are maintained on-line	
2.	Different PO/Contract sequential numbering per purchase order type	
3.	POs/Contracts can be printed (Original PO/Contract should be printed only once with the company stamp; the next print should say "Duplicate copy", or the like) :	
	· On-line	
	· Batch	
	· Tracks POs/Contracts for at least the following status:	
	· Unapproved	
	· Approved	
	· Held	
	· Released (in case of release order only)	
	· Issued	
	· Received	
	· Closed	
	· Cancelled	
4.	Purchase Order Header facilitate following information:	
	· PO Number	
	· PO Description	
	· PO Type (call off order, maintenance & repair, one time purchase, and service contract)	
	· Description	
	· Buyer	
	· Requester id	
	· Supplier id	

Item	Requirement	Reference to documentation of the proposed Solution
	· Priority (urgent, routine)	
	· Comments	
	· Ship to address	
	· Incoterms (FOB, C&F, CIF...etc.)	
	· Payment Terms	
	· Fully / Partially shipments	
	· Supplier Terms	
	· P.O. Date	
	· Expiry Date	
	· Extension Date	
	· Total Value of the PO/Contract	
5.	Purchase order line facilitate following information:	
	· Item code	
	· Item description	
	· Quantity ordered	
	· Price	
	· Tax if applied	
	· Total Value of the line item	
	· Reference to Last price paid	
	· Units of purchase	
	· Multiple shipment dates	
	· Multiple Receipt location	
	· Limit on for receiving period and tolerance for quantity for closing line for receipt	
	· Note to receiver	
	· Note to approver	
	· Note to payable clerk	
	· Comment lines	
	· Estimated lead time	
	· Carrier	
	· FOB destination	
	· Warranty dates (and terms of warranty)	
	· Penalty applicable for late delivery, discrepancy...etc.	
	· Automatic Reference to Tender/Quotation number	
	· Automatic Reference to Purchase Requisition number	

Item	Requirement	Reference to documentation of the proposed Solution
	if any	
	· Free form comments	
6.	The system should allow to associate different approval hierarchies and conditions for different types of POs	
7.	Supplier and item information defaults from supplier and item files to the Purchase order	
8.	Allow for multiple line description per item	
9.	Processes multi-item type Pos	
10.	Processes POs with multiple ship-to locations	
11.	Checks for duplicate Purchase order numbers	
12.	Purchase order numbers can be: System assigned	
13.	A single Purchase order can Reference multiple ship-to locations	
14.	System should show all opened/closed PO's/Contra at any point of time with an appropriate summary description for opened ones	
15.	A buyer can review (online or reported) the following prices that might be associated with an item:	
	· Last quotation	
	· Last price paid	
16.	Link PO/Contract to payments	
17.	Ability to convert purchase requisitions to POs/Contract	
18.	Ability to link PO/Contract to PR	
19.	Ability to convert Quotations to POs	
20.	Ability to link purchase receipts to Purchase order/Contract	
21.	Ability to convert the PR budget reservation into commitment and adjusting any difference in PR and PO prices to budget	
22.		
23.	Ability to link POs/Contract to Project to help / Controlling in scheduling project activities	
24.	Calculate and record the equivalent value of purchase Orders issued in foreign currency	
25.	Set authority levels to approve POs	
26.	Automatically generate a PO serial number which satisfies the following:	

Item	Requirement	Reference to documentation of the proposed Solution
	· Includes the PR serial number	
	· Denotes the section that has placed the order	
	Purchase Order Messages	
1.	Maintains Standard messages at the:	
	· Supplier level	
	· Header level	
	· Line level	
	· Requester level	
	· Approval level	
	· Standard messages can be manually overridden at entry time	
2.	PO messages can be entered manually as comment lines at:	
	· Header level	
	· Line level	
	· Requester level	
	· Approval level	
3.	Users can automatically add ship-to information to the order by specifying a warehouse location at:	
	· Header level	
	· Line item level	
	Purchase Order History	
4.	System maintains a purchase order history	
5.	Purchase order history file is maintained on-line	
	Approval Hierarchies	
6.	System supports on-line approval processing for purchase orders and call off orders	
7.	Ability to designate approval hierarchies to approve Purchase Requisitions, Purchase Orders and supplier Quotations on the following criteria:	
	· Amount limit	
	· Item ranges	
	· Types of purchases	
8.	Ability to send an electronic notification to approver to take action on the Purchasing document submitted for approval	

Item	Requirement	Reference to documentation of the proposed Solution
9.	Ability to send an electronic notification on approval or rejection of purchasing document (PR, PO and Quotation) to initiator	
10.	Ability to include a person more than one time in hierarchy if he is sharing more than one role (designation) in organization	
	Goods Receiving information	
11.	Receiving information is maintained on-line with on-line validation	
12.	Receiving Header facilitate at least following information	
	· P.O. Number	
	· Buyer	
	· Requester id	
	· Date required	
	· Comments	
	· Receipt location	
	· Contract Number	
13.	Receiving line facilitate at least following information	
	· Quantity required	
	· Quantity delivered	
	· Price	
	· Units of issue/purchase	
	· Expiry date	
	· Item required date	
	· Delivery date	
	· Item description	
	· Comment lines	
	· Destination	
14.	Receipt numbers can be:	
	· Automatically generated	
15.	Receipt entry screen displays latest purchase order data	
16.	Validates receipts on-line against:	
	· An open purchase order line item	
	· A scheduled quantity	
	· A scheduled delivery date	
17.	Compute penalty to be charged to suppliers based on no.	

Item	Requirement	Reference to documentation of the proposed Solution
	of days delay in delivery and applicable percentage	
18.	Ability to automatically post lead times to the item master file	
	Goods Inspection and Acceptance Information	
	Specifications provided in the PR shall be available under the inspection information	
	Provision for making comments on the inspection	
	Provision to accept or reject the specification	
	Link to payment/inventory/asset register or any relevant module	

6.5.2. Sourcing Requirements

Item	Requirement	Reference to documentation of the proposed Solution
	Invitation to Quote (ITQ) / Invitation to Tender (ITT)- Create ITT / ITQ (Herein after referred as Bids)	
1.	Ability to create ITQ / ITT by converting PR	
2.	Create ITQ / ITT by selecting items from different PRs	
3.	The ITQ / ITT header should facilitate at least following information:	
	·ITQ / ITT Number (system defined number)	
	·ITQ / ITT Subject / Description	
	·ITT Type (open tender, restricted or direct tender)	
	·ITQ Type (call off order, maintenance & repair, one time purchase, and service contract etc.)	
	·ITQ/ITT number (applicable in case of Tenders/Quotations)	
	·Originating department	
	·Date of receipt of ITT/ITQ documentation	
	·Number of tender document copies received from originating department	
	·Suppliers to whom ITQ / ITT to be issued (Select potential suppliers from common supplier database and insert them into ITQs / ITTs) where applicable	
	·Issue date to suppliers	

Item	Requirement	Reference to documentation of the proposed Solution
	·Date of Reply required from suppliers	
	·Extended date (if applicable)	
	·Price of tender document and currency	
	·Validity period for the quotation	
	·ITQ / IIT Status (new tender, retender, approved, cancelled, postponed)	
	·Terms and conditions (Select relevant terms and conditions for inclusion into ITQ / IIT from a suite of forms in word format)	
	·Tender opening date and time.	
	·Tender time scale.	
	·Full/ Partial delivery.	
	·End-user	
4.	The ITQ / IIT Line should facilitate at least following information:	
	· Item code	
	· Item description	
	· Unit of Measure	
	· Quantity Required	
	· Multiple delivery dates for the ITQ/IIT header and for each line item	
	· Multiple delivery location	
5.	The approval criteria, approving authority and the workflow are different for open tender and selective tender	
6.	Ability to convert ITQ into Quotation and adding the prices and terms and condition given by supplier in their quotes	
7.	Link quotation/Tender to PO	
8.	Annotate the PR as pending whilst requesting further information from the services at any stage prior to dispatch of ITQ / IIT	
9.	Amend ITQ / IIT specification at any stage prior to the closing date	
10.	Monitor closing date extensions	
11.	Send ITQs / IITs electronically to suppliers	
12.	Send amendments to ITQ/IIT electronically	
13.	Documentation for reason of selection/rejection can be	

Item	Requirement	Reference to documentation of the proposed Solution
	included with the ITQ / ITT	
	Reports related to ITQs / ITTs	
14.	Execute reports about ITQs / ITTs Such as: <ul style="list-style-type: none"> · List of ITQs / ITTs sorted by date, material/product, department, purchase cell etc. · List of ITQs / ITTs sorted by PR · List of Resubmission of ITQs / ITTs · List of ITQs / ITTs sorted by Username · List of ITQs / ITTs sorted by Suppliers · Sale of tender documents by date, by originating department and by end user department · Supplier based analysis on tenders purchased, tenders responded, tenders rejected, tenders awarded, value of Pos or Contracts awarded · Daily payment details of fees collected by Cash Office from suppliers against tender sales, supplier registrations etc. 	
	Quotations/Bids Received from Suppliers- Recording quotations	
15.	Ability to receive quotations electronically from suppliers	
16.	Ability to open quotation electronically through an authorized committee	
17.	Ability to accept quotations only from suppliers who purchased tender documents (in case of ITT)	
18.	Ability to record date and time of receipt of supplier quotations	
19.	Ability to record the username of staff acknowledging receipt of quotation	
20.	Ability for supplier quotation receipt to be printed directly from the system to be given to suppliers as an acknowledgement for accepting tenders	
21.	Ability to register details (value, currency etc.) for all the supplier quotations received against each tender. Sometimes one supplier provides multiple quotations against the same tender. These details should also be recorded in the system	
22.	Record supplier's response to the tender (Offer, Regret, No Bid)	

Item	Requirement	Reference to documentation of the proposed Solution
23.	Retrieve ITQ/ITT details by entering ITQ/ITT Reference	
24.	Insert bids details in the ITQ/ITT specification pricing schedule. Bid details include:	
25.	Create a record of suppliers who submitted their bids by retrieving supplier names from database	
26.	Record details of samples received or any remarks	
27.	Record multiple options from same supplier in multiple currencies	
Reports related to RFQs / Quotations		
28.	Execute reports about RFQs / Quotations such as:	
	·Price Comparison List	
	·List of RFQ/Qs sorted by Requirement Tracking Number	
	·List of RFQ/Qs sorted by Supplier	
	·List of RFQ/Qs sorted by Material/Product/Service	
	·List of RFQ/Qs sorted by RFQ /Q Number	
	·Define a different number ranges for RFQ/Q	
	·Maintain a different document types for RFQ/Q	
Cost Comparison Worksheet - Compiling Cost Comparison Worksheet		
29.	System should automatically generate cost Comparison sheet for Quotations/bids received from different suppliers	
30.	The "Cost Comparison Sheet" should capture the following information from supplier Bids where applicable:	
	· Brief item description (retrieve from supplier Bid)	
	· Number of units to be provided (retrieve from supplier Bid)	
	· Unit cost (retrieve from supplier Bid)	
Bids Evaluation		
31.	Record when and to whom the item specification details were sent	
32.	Record the date of receipt of Technical assessment report. Record report on evaluation of samples, if applicable	
33.	Receive the technical assessment report from the evaluation team, including dates of evaluation, responsiveness of bids with reasons for non-responsiveness, recommended bidder(s) etc.	

Item	Requirement	Reference to documentation of the proposed Solution
34.	Input various technical assessment criteria in the form of points or percentages, where applicable.	
35.	Generate, based on the technical assessment report and the cost comparison sheet, the best supplier(s)/item combination	
36.	Select the best supplier(s)/item combination, and record the reason for choosing a specific supplier	
37.	Amend selection of supplier and record the reason for amendment. This should be done by creating an additional record of the amendment made and not overriding the initial record	
38.	Provide a supplier shortlist based on the quotations received and evaluation process	
39.	Maintain audit trail of supplier selection	
40.	Ability to Analyze supplier's Quotations/ Tenders (Technically, Financially) at least on following criteria:	
	·Lowest Price	
	·Best Delivery	
	·By assigning points on quality offered	
	·Payment Term	
	·User definable criteria	
	·System should be able to evaluate the quotation on the basis of above criteria	

6.5.3. Inventory Management Requirements

Item	Requirement	Reference to documentation of the proposed Solution
	Maintain Inventory Item / Products	
1.	Ability to maintain alpha numeric Character Item / Product code	
2.	Ability to break item / product code in individual segments	
3.	Ability to identify alternate items for the item / product	
4.	Ability to create items with attributes that support Inventory, Sales, Project, Contracts, Maintenance and Purchasing module of application	
5.	Ability to issue goods to the Department assets and/or to	

Item	Requirement	Reference to documentation of the proposed Solution
	employees custody	
	Maintain Item / Products information	
6.	Ability to maintain the following information per Item / Product:	
	·Item / Product code (alphanumeric)	
	·Item / Product description	
	·Purchase lead time per Item / Product / supplier	
	·Supplier Item / Product code	
	· Stocking unit of measure	
	·Default selling unit of measure	
	·Default purchasing unit of measure	
	·Weight	
	·Dimensions (length, width, height and volume)	
	·Minimum stock level, Maximum stock level, Re-order Stock level.	
	·Date last in	
	·Quantity last in	
	·Cycle Count Category Code	
	·ABC Analysis code	
	·Model(s)to be associated with	
	·Lot numbers	
	·expiry date for selective Item / Products only	
	·Serial numbers	
	·Additional user defined codifications	
	·Country of Origin	
	·Supplier bar code number	
	·Slow moving items as per certain criteria	
	·Inventory module account No.	
	Group inventory Item / Products	
7.	Ability to group the inventory Item / Products in user defined groups	
8.	Ability to have 10 grouping levels / dimensions at least	
	Maintain stock levels	
9.	Ability to maintain the minimum, maximum, re-order stock levels on:	

Item	Requirement	Reference to documentation of the proposed Solution
	· Item / Product / location level	
10.	System alerts on the Item / Products to be replenished / transferred for the Item / Products below the pre-defined minimum levels	
11.	Ability to insure the inventory at desired level, and as stock varies the insurance value should be adjusted	
	Warehouse / Location setup	
12.	Supports multiple warehouses / locations/ showrooms	
13.	Consolidate stock from multiple locations	
14.	Ability to consolidate stock from selected warehouses only	
	Inventory costing -Define costing methods	
15.	Supports the following costing methods:	
	· FIFO	
	· Weighted Average	
	· LIFO	
	Inventory transfers- Transfer stock Item / Products	
16.	Ability to generate Stock transfer requests	
17.	Ability to route requests for appropriate approvals	
18.	Ability to process inventory transfers between:	
	· Warehouse locations	
	· Bins / Shelves	
19.	Ability to show stock in transit until received at destination	
	Maintain Max, Min & Re-order levels by location	
20.	Ability to define maximum, minimum and re-order levels for each location and monitor stock against such levels	
21.	Ability to generate weekly stock requirements list based on the following:	
	· On hand Quantity	
	· On order/In-Transit Quantity	
	· Min-Stock Level	
	· Stock requirement for a period of time	
	· Average issuance for past user defined time period	
	· Month-to-date issuance	
22.	Ability to generate system alerts on need to transfer stock from one location to another e.g. if stock of a Item / Product below minimum level in one location and stock of	

Item	Requirement	Reference to documentation of the proposed Solution
	the same Item / Product is above re-order level in another location, system should	
	Transfer at margin	
23.	Ability to process inter-divisions transfers with margin/markup	
	Issue stock (other than sale transactions)	
24.	Issue Stock for internal Transfer	
25.	Ability to pick and dispatch Item / Products based on internal requests and track the following:	
	· Internal request number	
	· Requestor	
26.	Issue stock on delivery order	
27.	Ability to issue stock with ability to identify the contact and purchase order number for tracking and reporting	
28.	Ability to dispose surplus items	
	Physical inventory / cycle counts	
29.	Ability to define the cycle count per Item / Product or product category	
30.	Ability to generate count sheets based on user defined criteria:	
	· Quantity, e.g., include Item / Products with quantity above 100 pieces	
	· Value, e.g., include the Item / Products with unit value above 50K	
	· Item / Product Groups	
	· Location	
	· User defined fields (price codes, Movement Code)	
	· On a random Basis	
31.	Ability to sort the count sheets by:	
	· Item / Product	
	· Location	
	· Locator/ bin number	
32.	Ability to count item / product using bar coding	
33.	Ability to process physical count adjustments	
34.	Ability to enter the physical count results with a different unit of measure from the Item / Product's stocking unit of measure	

Item	Requirement	Reference to documentation of the proposed Solution
35.	Route physical count adjustments for proper approvals prior to committing them to the system	
	Monitor the stock aging	
36.	Ability to generate stock aging analysis based on the receipt date	
37.	Ability to generate stock aging report based on the receipt date by:	
	·Part Movement Code	
	·Part Category Code	

6.6. Internal Audit

Internal audit objectives:

The ERP system should:

- a) Improve visibility on audit processes
- b) Increase information capabilities to support enhanced decision-making process and highlight business trends
- c) Implement a flexible business solution to respond to rapidly changing business needs
- d) Replace the current manual audit operations with automated and integrated business solutions using a centralized approach
- e) Enhance enterprise audit consolidation processes for reports

6.6.1. General System Requirements for Audit

Item	Capability	Requirement	Reference to documentation of the proposed Solution
1.	Easy to Learn and Use	Tool must be intuitive and user friendly	
2.	Visualization	Allow for a single presentation layer of reports, dashboards, BI portals, etc.	
3.	Financial Information Data Model	<ul style="list-style-type: none"> • Business rules and filters are already applied to the underlying data. It should be seamless to users. • Static and dynamic reports. • Exception reports, alerts etc. • Ability to run simple, complex and multiple queries. • Provides for a central data store of HR, financial and procurement data. • Provides for preconfigured financial information data model. • Provides for capability to extract data from different ERP Modules in various formats. E.g., Microsoft Excel spreadsheets, PDF 	
4.	Analytic Applications	<ul style="list-style-type: none"> • User has the ability to define criteria of the data required. • Fast performance is required. Examples are customer analysis, productivity analysis, marketplace analysis etc. 	
5.	Online Analytic Processing	<ul style="list-style-type: none"> • Interactive data analysis. <p>The ability to slice and dice data according to specific dimensions.</p>	
6.	Performance Dashboards	<ul style="list-style-type: none"> • Monitor key business metrics (KPIs). • KPIs are presented in visual formats that highlight 	

Item	Capability	Requirement	Reference to documentation of the proposed Solution
		<p>performance, trends, forecasts and alerts clearly and concisely. Dashboard is integrated with underlying analytics applications to support drill-down to the details.</p>	
7.	Enable Scorecards	<ul style="list-style-type: none"> • Monitor a large number of metrics historically and with a strong focus on trends / targets. • The company is viewed from 4 perspectives: • Financial e.g., total revenue, profit. • Customer e.g., new clients, customer service. • Business Processes e.g., number of engagements, rebate % etc. • Learning and Growth e.g., training per employee, hours of training etc. 	
8.	Financial Reporting And Analysis	<ul style="list-style-type: none"> • Reporting on a daily basis on key business processes. • Perform Ad hoc reporting • Perform Variance analysis • Forecasting • Follows international reporting standards such as IFRS 	
9.	Budgeting and Planning	<ul style="list-style-type: none"> • Ability to automate the budget process • Budgeting process should follow a configurable business process • Handle both bottom up and top-down budgeting processes • Tight integration with Excel • Create different planning scenarios • Roll department planning up to corporate level 	

Item	Capability	Requirement	Reference to documentation of the proposed Solution
		<ul style="list-style-type: none"> Support real time planning and analysis Enable Cross Functional Enterprise Planning Facilitates dynamic forecasting Support Rolling period plans for continuous planning Event-based planning incorporating internal and external events 	
10.	Profitability and cost management	<ul style="list-style-type: none"> System should be able to generate accurate and frequent updates on costs and profitability. <ul style="list-style-type: none"> Gain needed insight into the levers affecting organizational costs and profitability 	

6.7. Project Management Module Requirement Specifications

No.	Requirement	Bidder Response	Compliant / Not Compliant (Yes / No)
1.	Have functionality to Track project and programme inputs, activities, outputs, outcomes, and impacts connected to the approved Results Frameworks and monitoring plans, including an activity-based budget with budgetary control at activity level;		
2.	Ability to Generate Gantt charts based on project outputs and activities;		
3.	Support the preparation of Project Appraisal Reports (PAR) through collaboration;		

4.	Ability to create and update assumptions, risks and mitigation measures and relate risks to either project activities outputs and outcomes;		
5.	Provide capability to implement projects with complex relationships such as overlapping outcomes, outputs and activities;		
6.	Support periodical customizable (Quarterly/Bi-annually) reports on Corporate, portfolio, Programme and Project performance with aspects such as budgets, results, procurement, risks etc.;		
7.	Time sheets for project teams to capture actual activities done by PIT and for how long;		
8.	We specifically need Burndown Chart and Dashboards to provide graphical representation of the remaining tasks or activities during a certain period.		
9.	Provide an overview of the procurement pipeline at corporate, portfolio, programme and project level;		
10.	Have the ability to assign projects tasks to members and monitor them		
11.	Have the ability to capture project member's details (name, email phone etc.) and their roles (project manager, secretary, member etc.)		
12.	Have the ability to assign projects roles to members of the ISCOS team (projects with internal stakeholders)		

6.8. ERP Reports

The ERP should be able to meet the following requirements for reports:

Item	Capability	Requirement	Reference to documentation of the proposed Solution
1.	Usability	Tool must be intuitive and user friendly	
2.	Visualization	Allow for a single presentation layer of reports, dashboards, BI portals, etc.	
3.	Reports Model	<ul style="list-style-type: none"> Ability for Business rules and filters to be applied to the underlying data. 	

Item	Capability	Requirement	Reference to documentation of the proposed Solution
		<ul style="list-style-type: none"> • Static and dynamic reports. • Ability to run simple, complex and multiple reports based on queries. • Provides for capability to extract data from different internal systems into ERP e.g. QuickBooks. 	
4.	Analytic Applications	<ul style="list-style-type: none"> • User has the ability to define criteria of the data required for the reports. • Fast performance is required. • Examples are customer analysis, productivity analysis, etc. • Database queries / other tools - Queries are used to retrieve information or data from a database in a readable format using a SELECT statement 	
5.	Ad-hoc reports	<ul style="list-style-type: none"> • Ability to customize reports created by the entities with respect to their businesses, revenue streams, divisions etc. 	
6.	Standard Reports	<ul style="list-style-type: none"> • System should be able to generate a set of standard reports that can be used as is. 	

6.9. Technology needs

The ERP should be able to meet the following requirements for technology needs:

Item	Capability	Requirement	Reference to documentation of the proposed Solution
1.	Integrations	Ability to integrate to have seamless integrations i.e., Web Services, QuickBooks	
2.	Adoption of Emerging Technologies	Cloud Computing, Artificial Intelligence, Machine Learning, Advanced Analytics	
3.	Business Continuity	Ability for data recovery with defined organization's BCP plan	
4.	Security Certificates	<ul style="list-style-type: none"> • Ability to generate security certificates • Capability for audit trail 	

6.10. Appendix 1. TECHNICAL APPROACH AND METHODOLOGY EVALUATION

No.	Criteria	Max. Score
Please provide a technical approach & methodology document to demonstrate how you will approach the Seven (7) tasks below.		
<i>Task 1: User requirements review & System implementation plan (20 points)</i>		
a.	Provide an appropriate approach for implementing the scope of work and Quality Assurance Framework including how prioritization and implementation will be done	5
b.	Provide an appropriate approach for establishing status and tracing implementation against the defined scope and QA Framework	2
c.	Provide a logically and realistically sequenced work plan on how you will undertake the tasks	5
d.	Provide a Team Leader for the proposed team for the assignment with clearly defined roles (Include an Organization Structure of the team)	2

e.	Demonstrate how system users in ISCOS will be engaged in each phase of the project	3
f.	Provide a sample of the system blueprint	1
g.	Provide an approach of how change requests (1. within the scope and 2. outside the scope) will be managed	2
Task 2: Required Hosting Infrastructure (5)		
a.	Provide the minimum hardware specifications required to run the system.	5
Task 3: Current systems review (including Databases) & data migration (5 points)		
a.	Provide an appropriate approach for assessing ISCOS' existing systems including their respective Databases.	2
b.	Provide a sample data assessment report	1
c.	Provide an appropriate approach for data migration clearly outlining the steps to be taken.	2
Task 4: User Training and Knowledge Transfer (15 points)		
a.	Provide an appropriate approach/plan for training of all users.	3
b.	Provide an appropriate approach / plan for Knowledge transfer to ISCOS technical team to support and maintain the solution	10
c.	Provide appropriate sample tools for conducting all trainings (including self-training tools).	2
Task 5: Software development / customization, testing, deployment and documentation (10 points)		
a.	Provide a detailed and suitable methodology for undertaking the assignment.	2
b.	Provide an appropriate approach for reporting and verifying the progress in System Development / Customization	1
c.	Provide an appropriate approach for Testing and Debugging	2
d.	Provide an appropriate approach for Releasing and Piloting Modules	2
e.	Provide an appropriate strategy that guarantees business continuity during the transition period (to ensure minimal business disruptions).	1
f.	Provide an appropriate system deployment strategy	2
Task 6: Support & Maintenance (5 points)		
a.	Provide Support & Maintenance Plan that has an incident resolution mechanism and detail what services are included and excluded.	5
Task 7: Qualifications, Experience of the Proposed Team for the assignment & Reference sites (40 points)		
a.	Provide a project manager who has a PMP or Prince2 certification	3
b.	The Project Manager provided has undertaken/participated in at least 2 relevant and comparable assignments in the last 5 years.	4
c.	Provide two business analysts	2
d.	At least one Business Analyst has a CBAP or equivalent certification from an internationally recognized body	2
e.	Both Business Analysts have undertaken/participated in at least 2 similar assignments in the last 5 years	2
f.	Provide at least one System Architect	1

g.	The proposed System Architect should have at least 5 years' experience in implementing similar types of assignments	1
h.	Provide at least one tester with an internationally recognized certification in testing preferably ISTQB	2
i.	The tester should have at least 3 years of relevant working experience	3
j.	The tester should have worked on similar assignment in the last 3 years	2
k.	Provide at least one (1) Database Expert with 5 years of relevant experience	1
l.	The Database Expert should have an OCP or equivalent certification from an internationally recognized body	1
m.	The Database Expert should have undertaken at least one similar assignment in the last 3 years	1
n.	Provide at least one User Interface / Experience (UI/UX) expert	1
o.	The proposed UI/UX expert has 4 years of relevant experience	2
p.	The proposed UI/UX expert has undertaken at least one similar assignment in the last 3 years	2
q.	Provide at least two (2) Developers who have 4 years of relevant working experience	2
r.	All proposed Developers have undertaken at least one similar assignment in the last 3 years	2
s.	At least one of the team members should be drawn from the disadvantaged group (Youth, Women or Persons with disabilities) (attach ID and/or NCPWD registration certificate)	2
t.	Provide at least 3 reference Sites relevant to this project (include a brief of work done or services rendered, value of contracts, and contact person with reachable telephone number, Physical address and email). Proof of satisfactory completion and letters of reference for at least 3 sites	4
TOTAL		100

To proceed to financial evaluation, a bidder must have scored at least score 70% in the **technical approach and methodology Evaluation section.**

7.0 Financial Evaluation

7.1 Solution Implementation and Licensing Costs for year 1

(In USD- exclusive of applicable taxes)

The bidder is required to provide a modular breakdown of the total costs for year 1 as outlined in table below exclusive of applicable taxes.

No	Module Name	Implementation Cost	License Cost (if any)	Total Cost
1.	Human Resource			
2.	Finance			
3.	Procurement and Supply Chain Management			
4.	Internal Audit			
5.	Project Management			
6.	Reporting analytics.			



ISCOS

7.2 Support and Maintenance Costs for year 2 and year 3 to be given as per table below (In USD) exclusive of applicable taxes:

No	Module Name	Component	Year 2	Year 3	Total Cost
1.	Human Resource Module	Support & Maintenance			
		License Renewal Cost (If any)			
2.	Finance Module	Support & Maintenance			
		License Renewal Cost (If any)			
3.	Supply Chain Management Module	Support & Maintenance			
		License Renewal Cost (If any)			
4.	Internal Audit	Support & Maintenance			
		License Renewal Cost (If any)			
5.	Project Management	Support & Maintenance			
		License Renewal Cost (If any)			
6.	Reporting analytics	Support & Maintenance			
		License Renewal Cost (If any)			
Total Cost					

The bidder with the lowest total cost for the three years shall be recommended for award as long as they meet **all Compliance Evaluation Criteria** and attain a **minimum score of 80 Marks** under **Technical approach and methodology Evaluation section**.

7.3 Overall Evaluation Criteria

The tender evaluation criterion is weighted as follows: -

No.	Criteria	Maximum Score	Cut off
1.	Mandatory Compliance Evaluation Criteria	Mandatory	Mandatory
2.	Technical Approach and Methodology Evaluation	100	80
3.	Financial Evaluation	Lowest evaluated cost (20)	Lowest Evaluated cost (20)
	Totals	100	100