



Date: 30 January 2013

**RFP/SEC/25/2012**  
**Provision of ERP Consultancy Services to the OSCE for Upgrade to Oracle Release 12**  
**Clarification Note 2**

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The Organization for Security and Co-operation in Europe has received requests for clarification from potential bidders with regard to Request for Proposal No. RFP/SEC/25/2012. In accordance with Article 8 "Clarification of Bidding Documents" of Instructions to Bidders the OSCE would like to provide the following clarifications:

### **A. Questions received before the Bidders conference**

1. Which languages are installed in Oracle Applications?
  - US English.
  
2. Are there external tools or applications connected to Oracle Applications?
  - Yes. Please see details in Clarification Note 1, answer to question 8.
  
3. Which external tools or applications communicate with Oracle Applications?
  - Please see Clarification Note 1, answer to question 8.
  
4. In which way the external tools communicate with Oracle Applications? If there are interfaces, which ones?
  - Please see Clarification Note 1, answer to question 8. Interfacing is mainly done through custom (XX%) database schemas. There are standard and custom interfaces.
  
5. Are there process documentations, if so how many and which and how complex?
  - Please see Clarification Note 1, answer to question 23. The level of complexity varies from simple to complex.
  
6. How well are your current business processes documented? I.e. did you use specialized tools structuring the business processes or the technical implementation, so that we can rely on such guided documentation?

- Business processes are documented in approximately 600 documents in Oracle Tutor and they are structured around the business processes. These documents are rather detailed and reliable.

7. How can we access the OSCE test systems?

- On page 54 of the Terms of Reference (TOR), it is defined that "The Contractor will be provided the required access and will be supported by the responsible OSCE staff". The Contractor will provide their requirements and access will be granted in compliance with OSCE standards and policies.

8. Is a project ticket system planned and how we can access this?

- OSCE uses Oracle iSupport internally and the final decision has not been made on what ticketing system will be used during the project.

9. Do you use a change management / helpdesk tool for tracking changes, issues, incidents or problems? If so, can we see some recent meaningful reports?

- No specific change management tool is used. Oracle iSupport is used to track changes, issues, incidents or problems; however, we do not produce any meaningful reports.

10. For our in-house development system we need all information and data to produce the test cases. Who provides this?

- On page 57 of the TOR, para 3.3.1.5 System Testing, the following is defined: "The Contractor shall provide the test scripts based on the prioritized scenario and use cases provided by the OSCE. "
- On page 59, Para 3.3.2.1 User Acceptance Testing, Documentation and End-User Training states that "OSCE will engage its own resources and will be responsible for the following activities:
  - Providing and prioritizing test scenarios and use test cases
  - User acceptance testing (UAT)
  - Training of end-users

11. Please can you provide details of OSCE's capabilities in assisting with this project i.e. are there any technical staff that can be dedicated to working with the successful bidder on the customisations review and rework?

- High level skillsets are provided in the TOR, para 9.2 OSCE Support Staff, page 64 and 65. There are draft plans for allocation to the project, however, the final decision has not been made on how many staff and at what percentage;

12. What resource level can OSCE provide to the project (functional and technical?)

- Please refer to question 11.

13. Will the training of all end-users be the responsibility of the successful bidder or will the train the trainer approach be used in conjunction with self-training in UPK.
- Train the trainer approach will be used in conjunction with self-training in UPK.
14. If this task (training) is to be carried out by OSCE, will support be required by ourselves?
- Support will be required with UPK implementation and procedure migration.
15. What are the imperatives (drivers) that dictate the project timescales? i.e. start date in April and project completion within 12 months
- This is an ideal window with least impact on business activities.
16. As you envisage OSCE personnel being seconded to the project - will they be Full-time and Part-time seconded and what will be the skillsets of those individuals?
- A combination of both full time and part time. Skillsets are provided in TOR, para 9.2 OSCE Support Staff, page 64 and 65.
17. If OSCE envisage onsite and offsite work over the course of the project, what split of onsite/offsite work did OSCE have in mind or are OSCE looking for bidders to propose a split?
- The Bidders should propose.
18. For clarification, the R12 upgrade would be a 'like for like' exercise, and any enhanced functionality would be introduced in subsequent phases?
- Yes
19. Due to the nature of the business of OSCE, do the proposed project personnel require any type of Security Clearance?
- No specific security clearance is required. The same procedure applies as for the Bidders conference (the name needs to be announced and the picture ID left at the entrance)
20. Could you share with us the criteria matrix for scoring of the bids?
- During the technical evaluation, higher scores will be granted to Bidders with greater company experience, proposed consultants' experience, proven methodology and upgrade approach.
21. Does OSCE have an idea of the efforts for care activities and workshop participation by the provider, OSCE is estimating as required for the project, by phase/lump sum element?

- This is an unclear question.
  - On the assumption this question relates to OSCE providing accommodation and similar for Contractor's consultants, the response is no. The expectation is that bidder's quotes include expenses (please see the first paragraph on page 20 of the RFP).
  - On the assumption that this question relates to any support required from the Contractor's consultants on project activities that are conducted by OSCE team that don't form a part of this tender, no assistance from the Contractor will be requested.

22. Please explain your response "OSCE is not required to follow any standard such as BR100" by more background:

- Our original system integrators have not used the Oracle standard. Whilst we have no constrictions/restrictions on methodology and documentation standard, proven, tested and known methodology is expected.

23. Which are the reasons that you did not adhere to this standard (BR100)?

- Please refer to question 22.

24. Do you adhere to the Oracle Application Implementation Method (AIM), i.e. did you use it to configure the systems?

- No

25. Does OSCE participate in some Oracle special support program? We ask this because we imagine that OSCE would be a high profile customer to Oracle and would enjoy such support we could use during the project. Any issues could then be solved faster.

- No

26. Who did the previous setup of your Oracle systems? (e.g. did you perform this by yourself, or which partner did you use?)

- Setup was performed by both OSCE and the system integrators (Oracle and Accenture).

27. Do you use a maintenance partner for regular issue resolution, enhancements, patching, or delta customization (or does OSCE perform these activities yourselves)?

- No, we do not use a support partner. OSCE generally performs these activities ourselves. In some cases we have hired external consultants.

28. Why do you request the providers to size the landscape while OSCE already purchased the hardware? Please describe the reason behind.

- On page 48 of the TOR, para 3.1. it is stated:  
"The standard server hardware of the OSCE is HP DL360 gen8 and the operating system is Red Hat Enterprise Linux.

The Contractor shall:

- Provide guidance and quality assurance related to the solution architecture, including hardware sizing, high availability and disaster recovery. The Contractor shall provide guidance and sign off that the solution architecture, including hardware sizing meets the blueprint solution for the activities covered with this Terms of Reference and is sufficiently future proof for a period of at least 5 years."

29. Are there customizations made in CUSTOM.PLL? (Terms of Reference: "custom library")

- Yes. Please see column "Type" in file Custom Inventory sent with Clarification Note 1, answer to question 3.

30. Can you provide a list of interfaces, reports to migrate to BI publisher and customizations that need to be analyzed and potentially changed?

- Please see custom inventory. For BI Publisher migration, see question 35 of this Clarification Note 2.

31. In addition to reports, forms and interfaces - can you also provide information around the number of custom components in the areas of - PL/SQL programs and Shell Programs.

- PL/SQL programs which manipulate data (i.e. are not purely used for reporting) are part of the customization described in the customization listing. There are approx. 80 concurrent programs manipulating data or calling standard programs manipulating data and we can share the names if requested.

32. Are there customized reports, if so how many and which ones?

- Yes. Please see file Reports Inventory sent with Clarification Note 1, answer to question 3.

33. Which customized reports are based on standard reports and which ones?

- There is only a small range of custom reports that are based on standard reports. In principle, these can be identified in the Reports inventory by the standard report name and the prefix OSCE.

34. Which customized reports are completely self-made?

- Majority of custom reports are self-made.

35. Should custom reports be migrated to BI-Publisher Reports?

- There is no specific requirement to convert all reports to BI Publisher; however requirements have to be met (e.g. reports server issue as described 3.3.1.4)

36. Has the OSCE thought about moving to any newer reporting technologies such as OBIEE, and hence would there be a portion of reports not required to be upgraded 'AS-IS' and created in the new technology?

- OBIEE is out of scope for this stage, there is a plan for full BI Publisher (ref. 3.2.9). Reports have to be either upgraded 1 to 1 or re-created ensuring that requirements stated under reports upgrade (3.3.1.4) are met.

37. Are there customized forms, if so how many and which ones?

- Yes. Please see column "Type" in file Custom Inventory sent with Clarification Note 1, answer to question 3. Please filter on words containing "custom form".

38. Which customized forms are based on standard forms and which ones?

- Majority of customizations to forms are done based on professional forms personalization or custom library. There are very few standard custom forms which are actually customized, maybe 1 or 2.

39. Which customized forms are completely self-made?

- Very few, less than 5

40. Are there custom forms made with Oracle ADF, if so which ones?

- As part of EBS, additionally to self-service framework customization, there is one set of custom ADF forms for iRecruitment (seconded recruitment), which is integrated as 2 tab pages in the standard forms.

41. Which customized workflows are implemented?

- Please see column "Type" in file Custom Inventory sent with Clarification Note 1, answer to question 3. Please filter on words containing "workflow".

42. Do you make use of Oracle Workflow and are these the standard workflows as provide by Oracle?

- Yes, we do make use of Oracle workflow. Please see the customization listing, especially type and description column (also for indication if it is standard or custom). Majority of workflow modifications are changes to the standard workflow.

43. Are there customized batch processes, if so how many and which ones?

- There are approx. 80 concurrent requests which manipulate data (or call standard programs which themselves manipulate data) used for different customizations as listed in the customization inventory, interfaces, and custom batch processes for refreshing our custom staging area (e.g. materialised views);

44. Which customized batch processes are based on standard batch processes and which ones?

- There are only a few customizations to standard batch processes (less than 10). Additionally, there are customizations calling standard interfaces (e.g. execute requests and populate parameters).

45. Which customized batch processes are completely self-made?

- This is the remainder.

46. Do you make use of a scheduling tool for running batch processes?

- No, we do not use separate scheduling tool for batch processes. Batch processes are implemented in Oracle Applications/EBS as requests sets (concurrent programs grouped together and scheduled as requests). Exceptions to these are couple (2-3) of batch processes that are utilizing database jobs and scheduling for their execution.

47. Are the custom database schemas, if so which ones?

- Yes. Please see column "Type" in file Custom Inventory sent with Clarification Note 1, answer to question 3. Please filter on words containing schema.

48. Do the custom database schemas are using routines of database schema APPS?

- OSCE has tried to follow Oracle recommendation when implementing customizations. However, these guidelines have changed especially considering that some code dates back to 1999, i.e. first EBS implementation. The customizations, apart from one (SCB, described in TOR para 3.2.7 Supplier Module Evaluation), are accessed through the APPS schema. OSCE custom schemas are using, where available, standard APIs.

49. How many CUSTOM TOPS are in use and which ones?

- There are 8 defined for customization, reporting/ Discoverer, telebanking, approval customization and history modules

50. How do you use the Discoverer today?

- OSCE uses custom end user layer, reports are developed mainly by IT. Users run pre-defined reports.

51. How do want to use the Discoverer in future?

- We plan to keep it.

52. What requirements should be mapped over Discoverer?

- To retain current reports and for areas where new reports are needed, Bidders should propose.

53. How complex are the selections?

- Rather complex (one business area per module; reports going across business areas)

54. How many users per sector have to be trained?

- No end users need to be trained and the OSCE would like to use UPK instead of classroom type user training.

55. How many users can be trained in one session?

- Please refer to question 54.

56. What is the difference between end-user training requirements (3.3.2.1) and 3.5 Core ERP Team

- Please refer to question 54. No end-user training is expected from the Bidder. The core ERP team should be trained according to the TOR para 3.5 Training, Knowledge Transfer and Documentation on page 59.

57. Is there an extra System Administrations training planned?

- Item number 41 and 54 in Section IV – B Price Schedule and Summary of Costs require the Bidder to list any additional training that may be required

“Cost component:



Training, Knowledge Transfer and Documentation - Additional training required

If any additional training is required, the Bidders are to provide training details and required length in the technical proposal.

Deliverable

1. Any additional training (in addition to training and knowledge transfer defined under other cost components above) for the ERP upgrade core team members delivered.

If entering any information in the price schedule, the Bidders are to provide details in the technical proposal and detailed breakdown in the financial proposal.”

58. Do the financial year differs from the calendrical year?

- No

59. According to which method are accounted? (IFRS or US GAAP or others?)

- OSCE is currently in the process of conversion from UNSAS to IPSAS. Please note that the full implementation of IPSAS is out of scope of this proposal, however, it is planned as a second stage of the Project.

60. Are there any special requirements / guidelines of national and international law to be observed? If so, which ones?

- No

61. What are Hardware and OS environments for:

62. Source system?

- We have Red Hat Enterprise Linux version 5 installed on both tiers. Linux x86 (32 bits) on mid-tier (Oracle Applications/EBS) and Linux x86-IA64 (64 bits) for infrastructure tier (Oracle database) servers. See Clarification Note 1; answer to question 7.

63. What are Hardware and OS environments for migrated system of 2011?

- Not relevant as this was only a proof of concept for OSCE.

64. What are Hardware and OS environments for target system?

- We plan to use HP Proliant DL360p Gen8 servers with Red Hat Enterprise Linux version 6 operating system. See Clarification Note 1; answer to question 7.

65. Are systems hosted on physical servers?

- Production and pre-prod (quality assurance) environments will be hosted on physical hardware. Non-production environments will be hosted on virtual hardware. See Clarification Note 1; answer to question 7.

66. What kind of storage subsystems are used, which connection between running and target systems are planned?

- All file systems and ASM disks are stored on the HP EVA 6400 SAN system.
- Currently only "temporary staging area" for database transfer is foreseen.

67. Is there a Grid Control management structure available for the running system, if so, is it exclusive to the EBS nodes?

- Currently we have the Oracle Enterprise Manager/Grid Control version 10 (with Diagnostics and Tuning management packs) installed..
- As part of the R12 project, the latest version of Oracle Applications Management Suite certified with Oracle Applications/EBS R12 (together with underlying latest certified version of Oracle Enterprise Manager/Grid Control) will need to be installed.

68. Shall target instances (DEV,TEST) be cloned from the PROD instances? In which intervals should the clones be created?

- We expect the Bidders to provide a proposal. Also, please see the TOR, 3.6 Cloning, page 59: "It is foreseen that one or more clones of OSCE EBS environment are required for each of the project stages. Bidders are to provide on the price schedule rates for cloning, if required, where there are unavailable OSCE resources to perform the cloning activities."

69. Are there data masking mechanisms already present on the DEV, and TEST instances?

- No

70. Are OAT test sets available for instance testing?

- OATS has not been implemented. OSCE uses manual test cases.

71. How complete are your test scripts and what is the nature of them?

- Please refer to question 70.

72. Do you already use testing tools (e.g. Oracle testing tool) and are they deployed in your landscape?

- No testing tools are used.

73. Concurrent managers: How many CM instances are running?

- All concurrent managers are running on mid-tier node together with Oracle Applications/EBS services. In addition to standard OA/EBS concurrent managers, we have up to 5 custom concurrent managers defined and running. In total, there are between ~85 and ~115 concurrent manager processes running.

74. Can you confirm that OSCE does not intend to use RAC in the proposed R12 architecture, preferring HP Serviceguard?

- Outcome of the Business Impact Analysis was that we don't need high availability that RAC offers. Therefore we are looking in to active-passive service clustering solutions.

75. Will OSCE be procuring new Production hardware?

- New hardware is procured. See TOR Background documents

76. Are RMAN backups being used, if so does configuration fall into the scope of the upgrade?

- Yes, currently database backups are done with RMAN. We have two RMAN services (one for production and one for non-production/project instances).
- Yes, new databases will need to be introduced/configured with RMAN services

77. What is the size of the database and has it been converted to the Oracle Applications Tablespace Model (OATM)?

- Production database size is ~975GB.
- Yes, it is already migrated to OATM.

78. Which issues occurred with Test migration in 2011?

- See Clarification Note 1:
  - answer to question 2: "The R12 Trial Upgrade was a purely technical process (installation and system administration). No functional testing and/or customization upgrade was performed. The R12 Trial Upgrade instance was used to check some of the estimates provided in the Reports and Custom inventories (see Question 3)."

- answer to question 22: - Would it be possible to get current known issues or any unresolved bugs? " Please see the Health checks summary, which is an annex to the Terms of Reference of the tender. In addition, we have identified approximately 25 corrupted invoices and some data issues in TCA (specifically banks and customers)"

79. Which of these issues could be fixed by an oracle patch and which not?

- See question 77. Not all issues were pursued.

80. Which issues occurred in customizations?

- Please see Clarification Note 1, answer to question 3, and the resulting file Custom Inventory.

81. Why that migration has not been carried out to productive in 2011 or later?

- Please refer to question 78. This was purely a trial Proof of Concept for information purposes, limited testing and not intended for production.

82. Did key features are missed in 12.1.3 after the migration and which ones?

- Please refer to question 78.

83. Should the Action Plan of the 2011 migration be adopted for further migration purposes?

- No. Please refer to question 78.

84. Which instances have been migrated (DEV, TEST, PROD)?

- Trial upgrade instance. See answers above.

85. Since target servers have been procured, will the same hardware be used for migration as of 2011?

- Newly procured hardware will be used for target infrastructure. This hardware was not used for the R12 Trial migration in 2011.

86. Why the supplier module should be replaced? (Chapter 3.2.7)

- Please refer to the TOR TOR Para 3.2.7 Supplier Module Evaluation, page 52.

87. Regarding "Archiving/Purging of EBS Database": While OSCE is stating in RFP that the ultimate goal for this activity was to "reduce the size of the database", the clarification note points out to use "Oracle Partitioning" for this purpose. As Partitioning just slices data and assigns it to different table spaces, the amount of data is not reduced (for OSCE). Could we assume that the goal for this topic is to free disk space on the production instance storage area?

- When asked if OSCE are looking at any tools related to the TOR component "Data growth control and data management", we provided the answer that we were looking at Oracle Partitioning. The requirement for data growth control and data management solutions remains and we expect the proposals for these components as well, as indicated in the TOR.

88. Can you please clarify what the following section actually means or refers to: 3.2.2 - what is the nature of the archive/unarchive data and what processes and tools are currently utilised?

- No archiving is done currently.

89. Archiving and Purging - can you provide details of each of transactional data previously archived for each Oracle module?

- See above. Please refer to question 88.

90. Do you send or receive any Purchase Order or AP Invoice data electronically?

- No

91. Do you utilise or would you consider an invoice scanning and matching solution as part of this process?

- No

92. Are there any cheque printing requirements?

- No

93. Would OSCE make use of the new functionality that is delivered in iRecruitment R12 (and therefore require training/test scripts etc), or would they remove the functionality and look to use it at a later date?

- The requirement is as per 3.3.1.2 "The upgrade shall retain the same level of functionality and controls". The OSCE will consider using the new functionality if in scope with the project.

94. Do you register VAT?

- The OSCE has a tax exempt status so we do limited processing of VAT in Oracle AR. Not all locations claim VAT, those that do (including Secretariat, Vienna) use AR to register the claimed amount. Some missions register VAT in AP, make a claim for a refund on a monthly basis and record the transaction in AR.

## Additional Questions Received

95. Ref. PG No - 47 RFP.25.2012.ERP.Consultancy.Oracle.Upgrade document, "The OSCE expects the first phase of the assignment to start by the beginning of April 2013, or soonest thereafter. The assignment is to be completed latest within 12 months from the assignment start date." On page no 14 (see next question), it is mentioned that the production upgrade can take place only between 1 April and 1 August. If we assume that the project starts in Apr 2013, then considering the production upgrade time window, the project completion may take at least 12 months. Please clarify if our understanding is correct.

- We expect the project to last a maximum of 12 months. If the project starts in April 2013, we expect the Production upgrade to take place in April 2014 at the latest.

96. Ref. PG No - 14 RFP.25.2012.ERP.Consultancy.Oracle.Upgrade document, "High level project plan – include relevant milestones with associated dates. The Bidder should note that due to other critical business activities, the OSCE production upgrade can take place only between 1 April and 1 August of each calendar year." As a continuation of the above question, we assume that with a start date in April 2013, the production upgrade will take place on a suitable weekend of April/May 2014 and eventually the project duration will be more than 12 months. Please confirm.

- Please refer to question 95.

97. Ref. PG No - 13 RFP.25.2012.ERP.Consultancy.Oracle.Upgrade document, "The Contractor shall perform regression, integration and performance testing of all upgraded iterations as defined earlier. Prior to releasing the upgraded instance for User acceptance testing (UAT), the Contractor shall perform all system testing of the upgraded standard functionality, upgraded customizations and upgraded reports." Does OSCE have any preference towards the tools/packages to be used during project execution, e.g., configuration, testing, etc.? For Eg. Does OSCE have standard tools like Load runner / win runner for Performance testing.

- OSCE has no preference and Bidders should propose. OSCE does not have any tools for performance testing either.

98. We assume that OSCE operates a single global instance as its production instance. Please confirm.

- Yes

99. Please elaborate on the modules used as part of the Project Accounting suite.

- Project Foundation, Project Costing, Grants Accounting and Project Billing (related to Grants Accounting only).

100. Please elaborate on the modules used as part of the Self-Service Web Applications.

- iProcurement, iRecruitment and parts of iSupport. For Self-service HR, please refer to Question 103 b.

101. How many business groups have been used?

- One

102. What is the legislation that has been used for configuration?

- None. Please refer to question 60.

103. What are all HR functionalities have been implemented from the below?

a) Core HR – People Management, Organizations, Recruitment, Performance Appraisal, Competency Management, Grade/Step Progression, Position Management,

b) SSHR – Personal Details, Leave, Benefits, Compensation Workbench etc.

c) SSHR – Is Employee Self Service, Manager Self Service & HR Self Service being used?

- (a) We have implemented:
  - Core HR: People Management, Organizations, Recruitment, Grade/Step Progression and Position Management
  - Performance Appraisal: Currently simple using events and booking in core HR,;
  - We have not implemented Competency Management
- (b) SSHR is piloted at the moment. Most probably the pilot will be successful and it is expected that the following will be in scope of the upgrade project: Leave, Performance Appraisal and Personal Details.
- (c) Employee Self Service, Manager Self Service & HR Self Service will only be used in the context of functionality described under (b)

104. How many HR users are using the system – Super/Power Users & End Users and how is this number spread across locations?

- Approx. 180 HR users are using the system (incl. Recruitment, HR-Admin and Training responsibilities), spread over 20 countries in Europe. Most (but not all) locations have a super/power user. SSHR is initially intended to be used only in Vienna.
105. Would the HR users from multiple locations be involved during critical phases like Design Validation, User Acceptance etc.?
- It is expected that they would only be involved in User Acceptance testing.
106. How many third party systems are being interfaced with Oracle HRMS? Please give details on these interfaces – whether 1 way interface, 2 way interface and their significance
- Please see Clarification Note 1, answer to question 8.
107. What is the frequency of the payroll – semi-monthly, monthly, weekly etc.
- The Payroll period is monthly. We have however daily test-payroll runs for results verification purpose prior to the final payroll run.
108. Is there an existing regression test repository available with OSCE? If so, how many Test Cases does this Suite contain? Are these Test Cases current [vis-à-vis existing EBS Instance].
- There is a repository of approximately 1000 manual test cases for our current EBS
109. Does OSCE perform Automation (in testing) for the existing regression test cases? If so, please share the current test Automation coverage?
- No
110. What testing tools are currently being used at OSCE? [For example: test requirements capturing, test cases design, test automation, performance testing & defect management, etc.]. Are you open for any suggestions regarding the use of new or alternative testing tools?
- No tools and yes, we are open to suggestions.
111. How many key end to end business processes are currently implemented? Will the details of E2E business processes be shared with us at a later stage of the process? What percentage of E2E business processes fall under the umbrella of Connected Applications (Legacy/Existing).
- There are approximately 15 E2E business processes implemented and they will be shared with the successful Bidder. Only E2E processes in Oracle EBS are scope of this project.



112. How many key Connected applications (Legacy/Existing applications) are integrated with Oracle EBS ? IS any specific middleware used for messaging? Could you provide the list of Inbound and Outbound interfaces to Oracle EBS.
- Please see Clarification Note 1, answer to question 8 for interfaced applications and inbound and outbound interfaces. No middleware is used for messaging in connection to Oracle EBS.
113. Do we have Dashboards in the Scope of BI Publishers, If so what is the count? What is the count of reports in BI publishers.
- Dashboards are not in scope of this project. For number of reports in BI Publisher, please refer to file Reports Inventory sent with Clarification Note 1, answer to question 3. Please see column Technology used.
114. Has OSCE done any capacity planning for the upgrade ? If yes, please provide the details.
- Please refer to Clarification Note 1, answer to question 7.
115. Do you have any existing performance challenges/arctifacts from the current Oracle implementation that is in place?
- No
116. What are the total number of scenarios for Load Testing for POC with Oracle Application Test Suite?
- We do not use load testing. Bidders should demonstrate the capability of Oracle Application Test Suite to conduct load testing.
117. Is Performance/Load testing expected to be executed with the Oracle load test suit or is the vendor provided flexibility and can propose the option to choose another tool?
- Vendors can propose other software solutions to carry out load testing and a demonstration of the proposed tool will be required.
118. Have scenarios for performance testing been identified? Please share total no of performance testing scenarios during phase-1 and phase-3, if identified.
- No.
119. Do you expect Performance testing to be done for all instances? Dev/Test/Prod?

- The requirement is to demonstrate the load testing functionality of the Oracle Application Testing Suite. No decision has been taken to carry out any form of load testing on any of the environments.
120. From the information provided, we interpret that your requirement is for training material development and delivery to the ERP team and UPK training to 16 resources is expected to be delivered. Is our assumption correct? Also, please let us know if we need to develop training for the end-users of the new/upgraded system as well.
- Please refer to questions 13, 14, 56 and 57.
121. Will your super users act as onsite trainers and be used in ongoing support? How comfortable and experienced are your staff with receiving Train the Trainer training, to deliver the majority of end user training?
- Please refer to questions 13, 14, 56 and 57.
122. Are there any existing training templates/modules/reusable standards and assets, that you would want us to use for training content development? Would these, or any such guidelines be provided at a later stage of the process?
- Please refer to questions 13, 14, 56 and 57.
123. Is there a need to translate training content into multiple languages? If yes, name those languages.
- No.
124. We assume that the training delivery format expected by you is ILT/Classroom based training. Are you also open to Web based Learning/eLearning as an alternate or supporting format?
- Please refer to questions 13, 14, 56 and 57. Classroom training for the core-project team, UPK for end users.
125. From the information provided, we assume that training content would be developed using UPK. Please re-confirm, as well as let us know if you would be providing the UPK licenses.
- Yes, training content for the end-users will be developed using UPK. OSCE will acquire the UPK licenses.
126. Do you have a Learning Management System? If Yes, then any details would be helpful.
- No.

127. What would be the primary and sole onsite location for central training governance and interaction. We assume this is Vienna, Austria. Please confirm.

- Yes, Vienna, Austria.

## **B. Ad-hoc questions answered during the Bidders conference**

128. It was mentioned that Prince2 certification from the bidders will be required? Can you please say a few words on this, because Prince2 was made for government projects? Can bidders propose other solutions / systems?

- The TOR wording is “Prince2, ITIL or similar”. It is not an absolute necessity, and it is not a criteria. Certainly, a known methodology is preferred. However, large organizations are welcome to propose their own methodologies that are documented and have been used successfully in similar upgrades for consideration.

129. This is a question related to the imperatives (drivers) that determine the project timescales. April – August 2014 – which one is the deadline for completion of the project or is the project to be completed within 12 months from its start?

- The expectation is that it will be a 12-months duration project. The window is between April and August. Our preferred date to go live will be April. However, we understand that the project can be started later than April, but the completion of the project should be within 12 months from its start.

130. How was the 12 months’ timeframe for the upgrade project determined? And can it be completed within a shorter period of time?

- 12 months is a maximum project implementation timeframe. The project can be completed within a shorter period of time, if possible, and business requirements of the organization (financial year-end, budgetary process) must be considered when determining the go-live date. The April 2013 go-live date was determined after taking into account the various business requirements of the organization.

131. Does the OSCE use CUPS, post-script or PDF direct printing from ORACLE?

- For printing from Oracle Applications/EBS we use CUPS. As we do not use PASTA drivers, we do not do direct printing of PDF and PS outputs from Oracle Applications/EBS.

132. Do you have personalized forms?

- Yes. We use custom PLL, professional form personalisations, self-service personalizations (a lot in iRecruitment) and self-service customizations. The information is stated in the custom inventory.
133. Is support provided by any other support provider?
- No and no third party involvement is expected during the project.
134. Do you have a tool that we can use to run a comparison analysis on customization against R11 code and against R12 code? And can bidders use their own tool to conduct such comparison prior to submission of bidding documents?
- Because of the procurement process we want to ensure that no bidder has an advantage over other bidders. In principle it is not an issue because this will give you more information. However, taking into account that this should be available to all potential bidders and because of the logistics and lack of time for this purpose, it will not be possible at this stage. Currently, we are looking at the tool called Panaya. The successful Bidder will be able to use that tool.
135. How many migrations did OSCE have since implementation of ORACLE in 1999
- In 1999 was the first implementation (11.0.3) and we used a smaller range of modules. In 2004 we re-implemented to 11.5.9, and expanded the range of modules and did some data conversions from 11.0.3 to 11.5.9. Later on we upgraded to 11.5.10.2.
136. We have a question about corrupt transactions. What data is affected and what is the number of data fixes required. Do you have Oracle Support for this?
- As a result of running the AP Health Check, we discovered a data corruption of approximately 25 invoices and are working with ORACLE support to provide data fixes for them. We have prioritized 5 of them to be done before we go live with R12. We do not know at the moment the impact of the other 20. In the TOR, specific reference is made to the running of health checks and the resolution of any issues that arise out of these health checks. It is expected that these issues are resolved before or during the upgrade.
137. How extensively is Oracle Grants used?
- Quite extensively. We use Oracle Grants and Projects.
138. Is budgetary period annual?
- Yes, we have an annual Unified Budget. The Extra-budgetary funding can span multiple financial years.

139. What Oracle Financials Public Sector functionality do you use?
- Public sector budgeting international (PSB) and public sector financials budgetary control.
140. Do you use Contract Commitments?
- No.
141. Do you have a budget for this project and can it be disclosed?
- Yes, there is a budget allocated for this project, however, the OSCE policy does not allow disclosing this information.
142. We have a question on archiving and purging. What data needs to be archived? What data needs to be purged? Will this be done within Oracle R11 or R12?
- Currently, this information is not available. As indicated in the TOR, the detailed requirements will be provided to the Contractor one month prior to the start of that component of the project. With regards to doing this in R11 or R12, this decision will be made based on the proposals from the successful Bidder.
143. Will there be a requirement for ORACLE licensing: should this be included in the proposal or do you have your own agreements on ORACLE licenses?
- The OSCE is in process of licensing negotiations.
144. Is there a requirement for advanced collections?
- No.
145. Do you have experience working with off-site services? And would the company's off-shore location be an issue?
- Some components of our projects were done off-shore and consequently, we have some experience. It should be noted that according to the Section IV – B Price Schedule and Summary of Costs on page 20, there are restrictions with providing off-shore proposals for time and material components: "Where Lump-Sums (fixed prices) are requested Bidders are requested to indicate the proportion of each cost component that will be delivered on- and off-site. Where daily rates are requested (time and materials), these components must be delivered 100% on-site."
146. We have a question about timelines: is it possible to propose shorter time frame for project implementation?

- As mentioned earlier the indicated 12-months period is the maximum period for the project implementation. Proposals that indicate a shorter time will be considered. In addition, on page 53 of the TOR, it is stated that “Bidders shall include in their proposals any alternative approaches for consideration.” Refer to questions 129 and 130.

### **C. Questions received after the Bidders conference**

147. Is there a preference for the winning vendor to be based in Austria, or within the region? Or, is it perfectly fine for an organization to deliver this project leveraging an onsite / offshore model?

- There is no preference for the winning vendor to be based in Austria or within the region. Please review the first and third paragraph on page 20 of the RFP. Also, please refer to the question 20 of this Clarification note 2.