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## 1. Introduction

Ethiopian Postal Services Enterprise started providing service since 1894. It established later independently by the Proclamation No. 240 of 1966 with a mission of connecting the citizens and Institutions among themselves and to the world by providing quality and economical postal service.

Before the Italian invasion in 1936, the General Post Office /GPO/ and two branch offices were established in Addis Ababa as well as thirty-six post offices throughout the country. Ethiopian Postal service became member of the Universal Postal Union /UPU/ and the first Ethiopian stamps were also printed and sold around 1908.

Ethiopia Postal service has conducted Business Process Re-engineering in 2006/07 G.C and has started implementing in 2007/08 G.C.

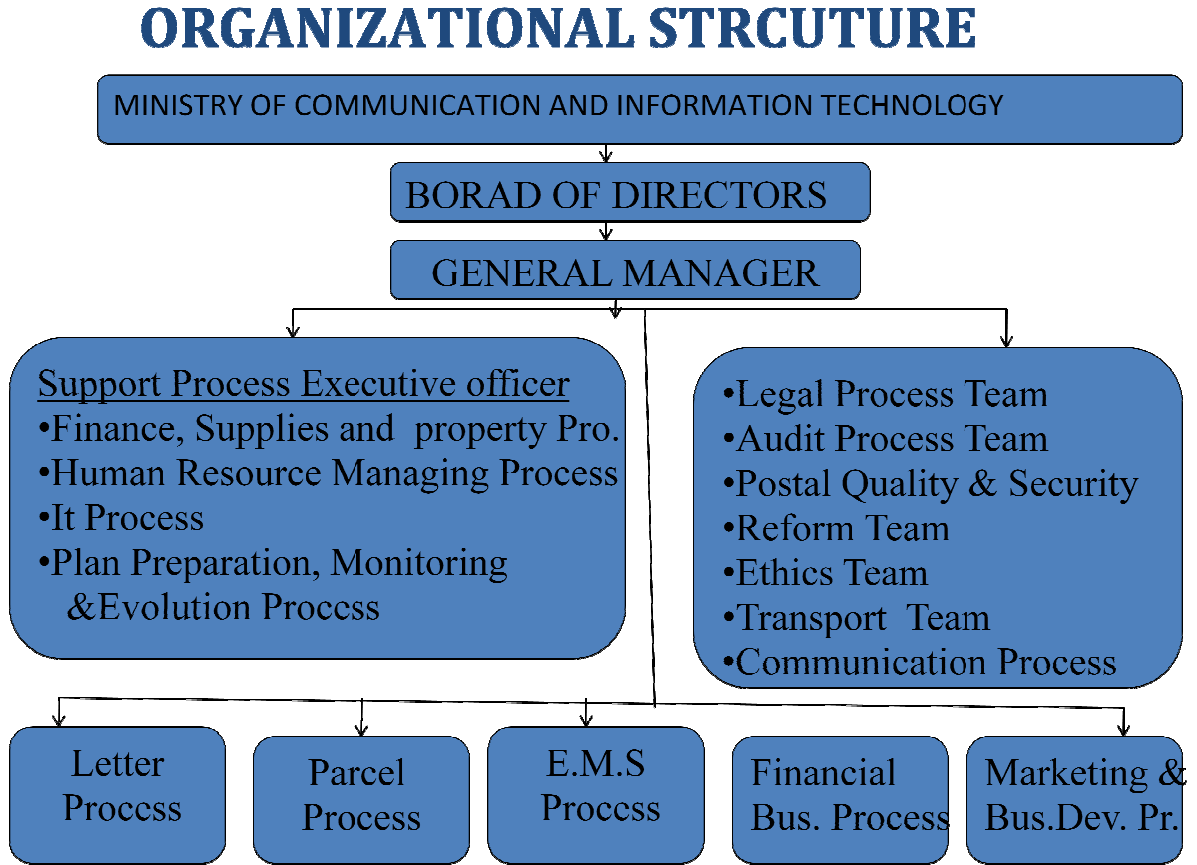
The Enterprise is now has 5 Core Processes /Letter, Parcel, Financial Business, EMS and Marketing and 5 support processes (Finance, Supplies & Property administration; Human Resources Management; Planning, Monitoring & Evaluation; Communication & Documentation and Information Technology).

The enterprise now provides services like: Express Mail Services, Parcel, Letter, and Financial Business (SIM Voucher, Pension payment, etc). To carry out these core services of the organization, support processes play a great roles. Financial information management system is one of the support processes that handle all the necessary financial aspect of Ethiopian Postal Service.

The Financial information management system support process consists of the following sub systems

- Collection & Payment System
- Bank Reconciliation System
- Payroll
- International Finance
- Material management & fixed asset System
- General Account System
- Purchasing and Distribution (Inventory) Management System
- Postage Stock Management Information system

The organization structure is shown in figure below.



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## 2. Objective

The objective of this RFP is to solicit Proposals for **Financial System review, modification and updating of business processes including chart of accounts revision, financial organization structure review and financial and HR Software Solution that will best meet the Ethiopian Postal Service Enterprise needs.**

The selected vendor will review, recommend and update all financial related business processes, update chart of accounts and recommend and implement financial best practices and based on the recommendation will chose the Software Solution that will support the staffs in the delivery of the company services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of the company's business processes. To the maximum extent possible, the Ethiopian Postal service desires a Software solution to avoid and minimize any current operations.

Hence, the purpose of this document is to Invite Implementation partners to propose Implementation services for the Integrated Financial Information System application on the concept given in this document.

The Company anticipates to accomplishing the following objectives

- Implementation of a System that is user-friendly and empowers departments to improve their business processes.
- Revision of Financial system;
- Review, modify and updating of chart of accounts
- Revision and recommendation of financial organization structure which helps the company to improve its financial activities;
- Recommend postal service financial best practices;
- Based on the amendments recommend the integrated financial system;
- To bring improvement in quality and accessibility of information for decision support;
- Reduction in redundant data entry, storage, and paper processing;
- Improvement of operational effectiveness and productivity;
- Enhancement of customer service and self service;
- Provide facility to record, store, retrieve and search records in electronic mode which can be accessed using web technology.
- Provide coding, reports, planning and billing facility in standard formats.
- Support a standard operating protocol that promotes transparency in process.
- Provide workflow facility so that documents travel as and when required between different users.
- Implement a flexible system it can be modified without programming and have processes ability to change software when business process changes.
- That works on the web (Intranet/Internet/Extranet).

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- Accommodate a wide variety of clients, vendors and staffs in different geographical areas.
  - To reduces the existing cycle time.
  - Enables to implement best practices based on management standards like 6-sigma, ISO, Balance Scorecard, that helps the Ethiopian Postal service to meet compliance challenges in the future to get those quality certificates.
  - provide different easy and integrated analytical information to employees when they need
  - Support when Integration to MS Office, Websites, Portals, and Maps, Web Services and 3rd Party Software tools and other technologies needs.
  - Include reports for a standardization of services within the company.
  - Support Multi-Device Integration for Transaction data capturing tools like Mobiles, Barcodes, Faxes, PLCs, Web services with Other ERPs etc.
  - Have a built in security services to ensures that the business is safe online or offline and to limit resource requirements to Browser, System URL, and Username and Password.

### 3. Scope of the Work

The successful Vendor shall furnish all labor and materials necessary to perform and complete the work called for in the specifications, plans, or other instructions that will be attached to or referred to in the resultant contract. Persons skilled in their respective expertise shall do all work in an industry standard professional manner.

The enterprise seeks to contract with a single vendor which will **review, modify and update the Financial System business processes including chart of accounts revision, financial organization structure redesign and financial and Human Resource Management Software Solution that will best meet the Ethiopian Postal Service Enterprise needs.**

**The scope of this engagement also covers the customization of the system of the company specific business rules. The implementation is expected to covers Head office and two branches of EPSE and other branches are implements by internal staff throughout the country.**

The selected vendor among other things will implement Supply, Installation, Configuration, Testing, and Commissioning and will conduct training on the integrated financial and Human Resource System. The following requirements also apply:

1. Review, modify and update financial system;
2. Revision of financial business processes;

3. Recommend best practice and implement:
4. Revision and updating of suitable chart of account based on the best practice
5. Select the integrated financial software which can fit the above listed requirements;
6. To revise and understand the existing system
7. To adopt the revised existing system and mapped to the newly implemented system in detail.
8. The Client expects that the vendor to provide a qualified project manager who has expert technical knowledge of the product, the system hardware and database, the methods and procedures needed to accomplish a full ERP configuration and setup and who has a very positive track record for success. The PM does not have to remain onsite but must be present at key points or activities to ensure the project is progressing in order to meet objective of the project.
9. Each vendor is to answer the questions and/or provide the necessary information outlined in this document.
10. Ethiopian Postal service will provide key IT consultant and functional staff to support the implementation process in order to meet the agreed upon project schedule.
11. Prior to bid award, short listed software providers must provide an onsite demonstration, of their product.
12. The software provider to perform a full and complete implementation during the work period.
13. The selected software provider shall provide all implementation services and support needed to complete the project.
14. The software provider should price all modules, along with full conversion of legacy data, training and all implementation support needed to complete the work.
15. The software provider should also provide detail of work schedule, staff schedule, qualification demonstration and the approach and methodology used.

**Functional Areas in Scope;****Financial Reform**

- Review, modify and update financial system
- Revision of financial business processes
- Recommend best practice and implement
- Revision and updating of suitable\best practice chart of accounts based on the best practice

**Finance and Asset Management**

- General Accounts
- Accounts Payable

- Advance Payments
- General and Administrative Expenditure
- Payroll
- Accrued and Deferred liabilities
- Tax Payment
- Multicurrency management
- Project Cost Management
- Account Receivable
- Funds on Deposit
- Inventory Management
- Financial Reporting
- Bank Reconciliation
- Cash Management
- Consolidation processes
- Cost and Budgeting
- Fixed Asset Registration
- Fixed Asset Maintenance
- Fixed Asset Transfer
- Fixed Assets Accounting
- Debit/credit memo processing
- General Ledger
- Inventory Management
- Logistics
- Supplier/Partner Relationship Management
- Purchase and Procurement
- Insurance management

#### **Human Resource management**

- Workforce Planning
- Recruiting and on boarding
- Training and Development
- Employee Performance Management
- Employee Time and Attendance
- Compensation and Benefits
- Employee Communication and Coordination
- Employee Records Management
- Employee Separation

#### 4. Problems of the existing system

The majority of the Ethiopian Postal service Enterprise operation is manual and current manual system is functional but neither effective nor efficient to list few of the major problems:

- Large volume of repetitive tasks
- Lack of accurate and timely information
- There is no uniform reporting format based on the ISO document
- Planning is not performed based on actual data.
- Managers cannot get on time access when they need information for decisions.
- Lack of centralized database to generate various reports for management decision making processes.
- There is no automated system to enable managers to automatically access report, and information from different sales points and branches.
- Automatic Notification problem: In the current working system, since it is manual, there is no an automatic notification in some basic processes like remembering the deadline for collecting credit payment.
- Information Inconsistency: Since there is no centralized system between the different divisions of the company, information is stored and processed in each department separately that leads to data inconsistency which in turn slows down the working movement in the company.
- Searching problems: Since there are so many lines of items found in the store, searching for material information is time consuming for the Storekeepers. This leads to elongation of the overall working processes.
- There is no any known mechanism for securing hard copy files from damage or Unauthorized updating of records
- Lack of accurate data analysis tools
- Document management and archiving is done manually and taking long time to process.
- Financial and budgetary reports do not come out in time due to absence of integrated system.
- Planning of production and materials does not follow standard MRP or techniques which results into error plans and orders.
- Production costing bases either on estimation or on outdated data.
- Important monitoring and controlling system like budgetary control system is not integrated with general account (costing) system therefore the existing budgetary control system is not accurate
- High Labour involvement.



## 5. Assignment Outputs/deliverables

- Integration strategy ,configuration ,deployment ,testing and support plan
- Design, develop and present the financial solution;
- Weekly progress report ;
- Well-tested and fully operational software;
- Well organized training materials /Manuals/ for all the envisaged systems;
- Operating manuals and fully completed documentations for all the systems to be implemented;
- System architecture documentation, security and administration control documentation and user manual;
- Develop and test integration and documentation of final test result;
- Digital soft copies of all instruments including the source code;
- Training to staff in the use, maintenance and update of the system;
- Go-live and stabilize

## 6. Statement of Functional Requirements

### 6.1 Statement of Financial Functional Requirements

Core functionality requirements are identified as follow and the software provider is expected to propose *the detail* for each of the basic functionalities on their proposed solution. The functionalities will range from maintaining permanent information to generating various report types.

The core functional requirements of the system for each department are listed as follow but not limited to this:

#### General Accounts

##### Cash Management

- Maintain cash on hand, cash at bank & p/cash accounts separately.
- Receiving of cash from all directions by pre-numbered cash receipt voucher or cash register with physical number.
- Depositing cash received to bank.
- Check that all cash collections are deposited to bank intact.
- Recording of cash receipts & deposit to bank as the transaction occurs.
- Make periodic surprise count for cash on hand and compare with the record
- Keep running balance of cash at bank to make informed payments
- Reconcile bank accounts every week.

- Multicurrency management
- Cash remittance management
- Maintain all cash accounts balance at all times.

**DEBTORS/ACCOUNTS RECEIVABLES**

- Trade creditors & provision for Doubtful Trade Creditors (Trade Debtors Contra Account)
- Maintain individual trade customers accounts by the name of the debtor's
- Maintain individual trade customers accounts as trade suppliers. (Customer/Vendor master file)
- Multicurrency management.
- Record all debits & credits as it appears to individual debtors.
- Keep running balance of each individual debtors
- Consolidated statement for same Debtor/Creditor
- The system must give details of current balance, outstanding for 31-60 days, outstanding for 61-90 days, outstanding from 91-120 days, outstanding over 120 days...
- Provision for long outstanding balance with dates of credit sales date, customers name & address, amount.
- Statistical data's of Trade Receivables must contain the following information:
  - Days sales outstanding
  - Accounts receivable turnover
  - Average collection period
- Prepare statement of accounts monthly & communicate the same to the debtor.

**Prepayment**

- Record any advance payments to suppliers, insurance Co., and unused portion of non financial inventory items at the end of the year.
- Record (offset) the balance upon receipt of the goods, expired portion of prepared insurance at quarterly interval.
- Adjust the non-financial inventory items to expense at the beginning of fiscal period.
- Staff Debtors & Provision for Doubtful Staff Debtors
- Record for loans advanced to employees as per the collective agreement/company policy in the name of the employee (borrower).
- Record any other charges due from employees
- Set time frame for repayment for loans advanced & other charges.
- Record for repayment deducted from his/her salary.
- Maintain balances due for employee with debits & credits, if any.
- Create contra account for defaulted payments due to different reasons in total & schedules for each defaulter.

- Sundry Debtors & Provision for Doubtful Sundry Debtor
- Record for any transactions to be debited or credited to individual accounts.
- Analyses accounts at the end of each quarter.
- Exert efforts for collection & give timely information to the management.
- Make provisions for long standing balances.
- Proposal for write off for uncollectable balances.

**Associated Enterprises**

- Record any advance to associate enterprises or sales on credit.
- Record materials given on loan bases for its value.
- Record for settlement of advances & materials returned.
- Record for any services rendered or received from associated enterprise.
- Exchange statement of accounts every month & reconcile accounts.
- Non-Current Assets
- Noncurrent assets will be transferred & segregated under this headings by major category of accounts, such as trade debtors, staff advances, sundry debtors, etc... with schedules of individual account names. Moreover, deferred expenditures with amortization of deferred expenditures are also classified under these headings.

**DEBTORS/ACCOUNTS RECEIVABLES****Trade Creditors**

- Maintain individual trade creditors by the name of the supplier.
- Record all purchases on credit & payment.
- Keep running balances.
- Keep systems of tracking of invoices paid, unpaid, due-date.

**Multicurrency management**

- Send periodic statement of accounts & reconcile.
- Record for goods returned with reasons of returns.
- Keep running balances of each supplier.
- Sundry Creditors
- Record for any transaction either debit or credit to each individual account under this heading's.
- Prepare statement of accounts periodically & reconcile.
- Prepare schedules of payments and make payments accordingly.
- Associated Enterprises Suppliers Accounts
- Record for purchase made from associates
- Record for materials borrowed.

- Record for settlement of invoices/return of materials.
- Prepare & send statement of account quarterly & reconcile timely.
- Record for adjustment of items found unrecorded/to be adjusted during reconciliation or before reconciliation.
- Customers Advance Payments
- Record for advance payments.
- Offset upon delivery of the goods.
- Scrutinize the accounts periodically
- Adjust for any transaction found unadjusted
- Unclaimed Salary
- Record for all unpaid total salary at month, if any
- Offset against payment
- Check at regular interval for outstanding balance.
- Keep schedules of each employees name with balance of unpaid salary.
- Take action with approval for payment limited by time bar stated the labor proclamation.

#### Funds on Deposit

- Record for receipt of cash/cheques.
- Record for release upon successful accomplishment of the work.
- Record for forfeiture of the guarantee for unsuccessful performance.

#### Taxes Payable

- Accounts to be included under this heading are;
- Income Tax
- Value Added Tax
- Withholding Tax
- Profit Tax
- Record Taxes due/upon collection from third party
- Record payments
- Report tax collection in due time
- Prepare statement of tax information

#### Dividend Payables

- Record dividend declaration
- Close dividend at the year
- List all qualified institutions for dividend must be maintained
- Record dividend payments.

#### Short Term Bank Loans

- Record for loans advanced to us

- Record for each repayments
- Calculate interest on loan and pay along the periodic installment payments
- Record interest

#### Currently Maturity of Long Terms Loan

- Overdue propositions i.e. payable without 12 months of the balance sheet date together with unpaid interest due will be transferred to this account by each loan account number.
- Set a schedule for payment without further delay.
- Record for payment.
- Prepare report for high official consumption./

#### Accrued Liabilities

- Record occurred expenses quarterly/annually.
- Reverse at the succeeding accounting period.
- Accruals are reasonable estimates.

#### Deferred Liabilities

- Noncurrent payables which are suppliers' or creditors' which by their term are payable more than 12 months from the date of the balance sheet date.
- Containers deposit payable which in total remains outstanding as the products concerned continues to be sold, e.g. bottles & crates.
- Provident fund
- Record for each transaction.

#### Funds and Deposit

- Medium/Long Term Loans
- Medium term loan
- Long term loan
- Recorded for loans advanced to us
- Calculate interest due
- Recorded for repayment of loan & interest
- Interest be computed & recorded
- Current maturity be transferred to current liability account

#### **Cost & Budget**

- Sales budget (revenue)
- Purchase cost budget
- Inventory cost budget
- Service cost budget

**Direct materials cost****Labor cost**

- Cost of goods sold budget
- Selling, marketing & distributing cost budget
- General & administrative cost budget
- Cash budget
- Capital expenditure budget
- Budgeted income statement
- Budgeted balance sheet
- Cash follow budget
  - ❖ Accumulate materials, labor & F/O by cost centers
  - ❖ Determine the unit of product cost for each cost center
  
- Determine selling prices for different areas
- Assign costs to work in process
  
- Prepare reports for purchase & usage:
  - Sales volume & value variances
  - Cost of services variances by cost center
  - Expenses variances by cost centers
  - Capital expenditure quarterly summary
  - Budget for each category capital budget
  - Actual expenditure
  - Cumulative expenditure
  - Cost variance
  - Pending commitments
  - Unused capital budget
  - Transfer approved from one category to other, if any
  - Prepare Interim income statement, balance sheet, cash follow statement, such as, Quarterly, Semi-Annually, Annually with schedules real & nominal account balances

**Fixed Asset (including Equipment Management)**

- Land Improvements
- A/Depreciation land improvements

- Buildings
- A/Depreciation buildings
- Furniture, fixture & fittings
- A/Depreciation-furniture & fillings
- Vehicles
- A/Depreciation-vehicles
- Small tools
- F/Assets in transit
- Record for acquisition
- Record transfers whether addition or disposal
- Record depreciation
- Maintain listing card with the following information
- Description
- Identification number/serial number
- Plate number, engine number chassis number, if vehicles
- Date of purchase
- GRN & Date
- Store issue voucher & date
- Purchase cost and any incidental costs paid bring to operation
- Capitalized costs as addition
- If more than one, total cost & unit cost
- Location, area, div, dept
- Depreciation rate
- Disposable salvage value
- Rrecord for disposal

#### Integration

- Integration with Accounts payable
- Integration with General ledger
- Integration with Accounts receivable/sales

#### **Purchase and payable**

#### **Local Procurement**

- Purchase requisition initiation with the following information.
- Items specification

- Quantity required
- When required
- Name & signature of the initiator
- Items requested whether budgeted or not budgeted
- Items requested for stock replenishment/for immediate usage
- If for immediate usage requesting department/cost center/profit center
- Requisition approved/not approved, if approved, wholly approved and partially approved
- Name of the purchaser to whom purchasing is assigned
- Request for proforma invoice through tender/direct contact of vendors
- Direct purchase for materials costing within the limit of petty cash payment limit
- Facilities for offers analysis sheet
- Selection of the winner based on price, quality and delivery time & submission for approval

#### If approved

- Purchase order placement for credit purchase
- Cheque preparation request for cash purchase
- Collection of materials against issuing of PO/cheque payment
- Delivery to store against GRN
- Reports for missed/damaged goods
- Lodge claims to suppliers or insurance or record to expense if not claimable
- Pass credit purchase invoice to finance for settlement
- Prepare purchase reports
- Daily
- Monthly
- Quarterly
- Semi Annually
- Annually

#### Import Purchase

- Initiation of purchase request.
- Originate inquiries to different suppliers
- Secure offers from supplier/s
- Analyses offers of different suppliers and select based upon price, quality, delivery time, etc.
- Insure against marine risks for the order and record to individual Goods-In-Transit
- Place an order through bank against L/C or approved Purchase Order if CAD
- Dispatch beneficiary copy of the L/C or approved bank Purchase Order to supplier
- Establish memorandum follow up register book for goods on order with order Nos., L/C No., L/C amount, margin paid, margin unpaid, date of shipment etc...



- Record margin paid to individual Goods-In-Transit
- Follow up the shipment of the goods to be done before the expiry of the L/C or approved date of PO
- Collection of documents from bank against payment of margin unpaid upon arrival at the bank & record to individual GIT
- Payments of freight charges & recording to individual Goods-In-Transit.
- Process clearance formalities through clearing agents.
- Payment of custom duties & recording of to individual Goods-In-Transit.
- Collection of goods from customs
- Deliver goods to plant warehouse against Goods Received Note for items in good condition
- Prepare Missed/Damaged Goods Report for insurance claim.
- Close Goods-In-Transit.
- Submission of declaration to National Bank.

#### Reports

- Monthly
- Quarterly
- Semi-annually
- Annually

#### Purchasing Miscellaneous

#### Purchase Requisition Processing:

- Facility to allow requestor to enter GL code, profit and cost center etc.
- Facility to enter Marketing activity number or Investment activity number that would form part of the GL code
- Facility to block the PR if amount exceeds the budget. (Ability to override if project has several facets)
- Facility to enter receipt by requestor for PO relating to Services, Computers etc.
- Facility to auto-create PO from requisition
- Status/ notification for PO whether Approved / Not-approved
- Purchase Order Data Element
- PO Line Item Data Element
- Price & Discount calculations
- Selection of Unit of Measure (UOM)
- Purchase Order Processing
- Outsourcing or Procurement for different products depending on amount of transaction or permitted suppliers. i.e. limitation for procurement manager depending on price or amount or supplier.
- Recurring Purchase Orders
- PO and PR Printing

- Receiving Processing
- Internal Purchase Orders
- Purchase orders internally within company departments. (Manufacturing etc.)
- Depending on product (Certain purchases require a CAR to be processed) System should
- be able to keep record of transaction with PDF copy of approved CAR.
- Purchase order Approval workflow
- Limitations on Purchase orders entered in the system depending on permitted amount
- allocated for personnel.
- Reports for Open POs, PO History, Goods receipt, Quantity and value, Invoice receipt with quantity, Receipts for which invoices not received/ matched (Supplier order no., line number, quantity received, value received, quantity inv, value inv, remaining quantity, remaining value (GRNI accrual)

List of approved vendors/sources & details of each:

- Product/Item
- Price (in different currencies).
- Description: Grade/ Variety / Origin / Packing / Weight etc.

Different type of POs for :

- Stock Items and Direct Charge Items
- Services
- Capital items
- Others

Facility to create set purchasing condition (PO template) to include various charges e.g.

Duty Rates, Clearance costs, Unloading, In land freight, Handling, Sea Freight etc.

- Ability to set conditions at both vendor & Item level
- Facility to post accrual for each purchasing condition to a separate accrual account
- Facility get purchase price variance by PO, by Purchasing conditions
- Facility to match actuals against each level of accruals
- Facility to hold PO lines when invoice matching
- Multiple invoice matches allowed against PO line
- Facility to post unmatched Invoice to AP + suspense (leaving accrual) until variance authorised
- Report for purchase price history by period
- Report for Supplier Performance by period
- Report for how much spent per supplier per period
- Ability to interface with Corporate application for transfer data e.g. Supplier data, item numbers and descriptions.

- Ability to upload and approve new items
- Facility for item maintenance
- Facility to attach GL Codes etc. to Item Numbers
- Facility to create RFQs
- Ability to enter/amend GL Codes on Requisitions and PO's
- Facility to attach notes and files
- Ability to amend payment terms
- Ability to Forward within approval hierarchy
- Ability to view approval sequence
- Ability of approver to amend/cancel/reject Requisition
- Requisition approval based on FA
- Notification by email of receipt of document for approval
- Work list to show actions required
- Status notification by email to requestor
- Facility to auto create PO from approved Requisition
- Facility to raise PO in accordance with Purchasing Policies
- Ability to delete/amend both approved and unapproved PO lines subject to reapproval
- Automatic default to pre-approved suppliers on selected items
- Ability to raise PO's for contract term; i.e., 12 monthly payments
- Ability to copy PO for recurring expenses
- PO approval based on FA
- Ability to forward PO for approval within approval hierarchy
- Ability by approver to amend/reject/cancel PO
- Status notification by email by buyer
- Simple form printing process
- Ability to print on PO specifications/payment terms/special conditions
- Ability to email PO to supplier
- Ability to receive all or part of order
- Ability to 'unreceipt' / return
- Ability to amend PO on price variance subject to reapproval
- Change function facility
- Ability to search for Requisitions & PO's by number, requestor, buyer, supplier, item number for stated or unstated parameter of time, status
- Ability for item search by number or description
- Ability to query action history to locate whereabouts of Requisitions/PO's
- Facility to raise reports, e.g. for supplier spend, PO's raised by Site etc.
- Facility to interrogate supplier base
- Goods received vs. Goods expected report

- Price variances
- Measures against budget and against previous year
- The new system should allow us to view PR numbers once we punch in the order number
- The new system should ensure that when we enquire on PR Status, all order numbers against the particular PR are displayed.
- The system should allow for partial ordering on the same PR for a single line item (maybe due to difference in price and or quantity).

## **6.2 Human Resource Management Statement of Functional Requirements**

### **6.1 Organization Management**

Organization management is the setup and maintenance of organization wide information and configuration parameters. These settings apply to all levels of the organization and embody the organization's HR policies. Organization management functions exist for both HR management as well as payroll with some policies common to both.

- Organization Structure –Enable the definition of an organizational hierarchy.
- Organization Details –Captures basic information about the organization such as name, tax IDs, contact persons, etc.
- Pay Scale –Provide a means to define pay scales to which employee pay will be linked
- Employment Types - Filter Employment types used to employees for reporting or payment purposes (e.g. permanent, contract, daily laborer, etc.).
- Master Job List – Define a master list of all jobs with their associated information (e.g. job description, pay scale, etc.).
- Organizational Unit Job List –Allow jobs to be assigned to organizational units.
- Lookup table administration - provide a means of managing lookup tables used within the application such as marital status, or ethnicity.

### **6.2 Workforce Planning**

Workforce planning is a core process of human resource management that is shaped by organizational strategy and ensures the right numbers of people with the right skills are in the right place at the right time to deliver short- and long-term organizational objectives.

- Analyze the existing workforce size and forecasted workforce size based on the business plan of the company and the inputs provided by the work units for the given period of time (For example, annually, biannually...)
- Capture detailed online employee requests through the use of readymade or developed from scratch templates.
- Conduct turn over analysis at corporate, departmental and other functional units level ,based on the input provided, for the given period of time
- Maintain and administer workforce planning data (for example budget, workforce request)

- Handle exceptional workforce requests arising due to unforeseen circumstances and capability to edit the Recruitment/Staffing plan and budget accordingly.
- Notify staffing plan/recruitment plan via intranet or internet to requesting departments or work units for the given period of time.

**Report**

- Number of employees in Head office, Zones and each zonal post office.
- Number of employees in each region.
- Number of employees in each age group, education, ethnicity, sex,.....etc

**6.3 Employee Selection and Recruitment**

The Employee Selection and Recruitment function is filling organizational vacancies through promotions, transfers and new hires. This function identifies vacancies and manages the process of recruitment and selection. In all instances, attempts are first made to fill vacancies from existing employees. If suitable candidates are not found from within the organization, the process will solicit applications externally and go through a process of selecting suitable candidates.

**Sourcing**

- Retrieve and view approved staffing plan/ recruitment plan
- Communicate recruitment department when resource request is initiated by the user department using appropriate templates

**6.3.1 Promotion**

- Retrieve and view vacant position for promotion
- Create, edit and post vacant positions on the company's Web site.
- Pre defined form for employees to apply the position
- Enter the promotion request of employees.
- Screen, compile and communicate list of suitable candidates for HR based on the pre defined minimum criteria stated by the job description of that position.
- Create promotion data base for maintaining and retrieving application related data.
- View, copy and print the promoted employee record for approval by authorized body.
- Produce Award letters of appointment.

**6.3.2 Transfer**

- Accept transfer request from employee and store it to the temporary file.
- Holds the policy of employee transfer based on EPSE collective agreement.
- Generates a report that helps transfer request vacant job position in line with rules. Which helps to ease the management decision proves.
- If the transfer request is agreed between two employees, update the employees' file by swapping the data.
- Transfer transaction will be passed to the HR data based to update employee file.

**6.3.3 New Hires**

- Determine the most efficient source of recruitment based on the cost and effectiveness of all available sources to fill the vacancy based on pre determined criteria for the evaluation propose.
- Create, edit and post vacant positions on the company's Web site.
- Allows applicants to view vacant positions, submit resumes and fill out applications online.
- Enter or modify applications through multiple means ( for example electronic and paper).
- Provide a means of recording and capturing shortlisted candidate applications for interview and test results.
- Screen, compile and communicate list of suitable candidates for HR based on the pre defined minimum criteria stated by the job description of that position.
- Create applicants data base for maintaining and retrieving application related data.
- Analyzes and makes sure the completion of joining formalities including the timely submission of all necessary documents
- Produce Award letters of appointment.
- Produce employee ID number
- Communicate joining form and documents for departments who use the information as an input for their job.
- Recommend type of induction based on the level of employment
- Analyze induction feed back
- Analyze weather the hired person satisfy the requirement of the requesting work unit.

**Report**

- Exit Interview Report
- Joining Report
- Health examination Report
- Recruitment Requisition Report
- List of new hire employees in Head office, Zones and each zonal post office
- Promoted, transfer and demoted employees report.

**6.4 Employee Benefits and Records Management****6.4.1 Employee Performance Management**

- Deploy data entry form and capture data of employees' performance based on BSC format.
- Calculate the performance result per evaluation period and add a record to the employee's evaluation file.
- Calculate cumulative result of several periods' evaluation based on the rule of BSC.
- Generate alarm message when there comes efficiency result below the minimum acceptable value.

**Report**

- Performance result report

**6.4.2 Employee Benefits**

- Create, edit and view multiple types of benefit plans and related data.
- Automatically send any issues which are related with benefits to the authorized or concerned body for approval, for comment, for information, and for any additional activities needed.
- Automatically update the HR database after any event which can affect employees' benefit record.
- Accommodate performance based and weighted criteria for reward and recognition.
- Automatically select employees to be awarded based on their performance.
- Identify eligible employees and positions for different benefit plans.
- Create, edit and view benefit related employees data accordingly and maintain historically.
- Automatically associate employee benefits across other job assignments to determine eligibility and prevent dual benefits when more than one job assignment meets eligibility
- Maintain benefit enrollment data on employees who are on leave, who have separated, or who have returned for deduction and benefit eligibility status and maintain historically
- Make retroactive mass changes to employee benefit records. In other words, it means having an ability to calculate or consider benefits from the time before the eligibility or the decision approved.
- Produce and maintain benefit related issues for multiple periods of time (for example weekly, biweekly, monthly etc).
- Transfer benefit coverage administration information to another system (like backup server or other systems)
- Support all leave types
- Maintain leave balances of employees
- Associate leave types and balances to positions
- support employees to view their leave balance any time
- Send all leave related matters to payroll section
- Notify or alert employees about the expiration of their respective annual leave.

**Report**

- Salary revision report
- Overtime report
- Allowance eligibility report
- Leave report
- Number of employees for each job grade
- Disciplinary records in Head office and Zonal Post Office
- School fee report
- Medical fee report

**6.4.3 Employee communications and Coordination**

- Collect and send data from and/or to employee - Provide an interactive and user friendly interface - Allow employee to send and receive work related issues.
- Notify employees uniquely for messages are sent to their email accounts.

- Capture employee grievance/concerns using the predefined forms
- Give privilege to the concerned parties to create, update and send such information.
- Provide a unique reference number to each grievance case
- Link the interface of Help desk with the consecutive upper levels for the hierarchical review and resolution of the cases.
- Provide the status report at each level on the resolution process
- Able to record and update data associated with disciplinary corrective measures on employee data base.
- Access to employee's disciplinary history by the supervisor (can be through request from employee data base).
- Provide the status report of such corrective measures
- Communicate the disciplinary measures to employee record section.

#### **6.4.4 Employee Time and Attendance**

- Time and Attendance (T&A) Processing collects time and attendance and labor distribution data to be used with entitlement data on a pay period basis, as required.
- Capture time and attendance information on work schedule hours worked, units of pay, and leave taken that are necessary
- Capture information on time, or units of measurement worked, to determine gross pay.
- Flexible enough to capture multiple types of work units and all types of leave earned and used.
- Collect actual hours or day's worked and other pay-related data, e.g., piecework, fee basis units/ Birr, and differentials, for each employee
- Collect T&A data on a pay period basis, e.g., daily, weekly, biweekly, semimonthly, and/or monthly basis.
- Capture T&A data in days, fractions of hours, or other units of measure as required.
- Collect T&A data on employees who work temporarily in other or multiple pay classifications.
- Accept T&A data through various processing modes, e.g., automated time entry or Internet.
- Calculate and adjust weekly, biweekly, or pay period hours based on organization requirements based on scheduled tour, actual hours worked, and leave data
- Accept electronic, or other appropriately documented, approvals from authorized approving officials
- Release T&A data for further system processing.
- Generate reports to monitor T&A data.
- Edit T&A data at the earliest time to ensure that the data are complete, accurate, and in accordance with legal requirements
- Support the correction of current-pay period and prior-pay period T&A records

#### **Report**

- Time and attendance report

#### **6.4.5 Employee Records and Data Management**

- Accommodate predefined Employee Records filing Checklist(list of records/data that could be kept in an employee file) and allow to edit the checklist whenever change is needed
- Send/receive necessary records/data of an employee to/from user departments like training and



development, recruitment and performance management etc

- Scan and attach employee records specified in the employee filling checklist by the authorized body.
- Maintain all the necessary employee records in an employee record database.
- Assign a unique number that identifies every employee
- Notify requests of user departments to the authorized body through popup and alerts, and communicate the concerned body upon approval
- View, copy and print employee record upon approval and register (maintain) what is done i.e. who and what is viewed, copied, and printed
- Track specific record/data of an employee by the authorized body
- Restrict employee record/data from deletion, erase and change of any information by any one unless it is approved as stated in the procedure.
- Notify and maintain non-active employee files for removal and transfer as per the regulatory procedure.
- Record medical benefits received for each employee from the EPS clinic as well as other accredited health care providers.

### **6.5 Training and Development**

- Acquire necessary inputs for Training Need Analysis (TNA)
- Integrate and analyze acquired inputs
- Identify competency gaps
- Match training programs with competency gaps identified
- Inculcate necessarily factors in pre-defined training plan templates
- Calculate overall cost of each training programs
- Budget training
- Create, edit, view and maintain training calendar according to the training plan
- Communicate the training calendar to all employees
- Post training calendar on official website of the company
- Pre-defined form for employees training self-nomination
- Pre-defined form for supervisors to nominate employees for training program
- Confirm eligibility of employees for training programs
- Communicate nomination
- Create, edit, view and maintain training database
- Incorporate the following in the database
  - a. Training program with their necessary details
  - b. Employee training information
  - c. List of nominees for training programs
  - d. Feedbacks
  - e. Attendances
  - f. Action plan of employees

- g. Resources like training materials, books, and any reference materials
- Allow access training database to employees
- Allow online training delivery
- Create, review and customize courses
- Communicate supervisors on employee training attendance
- Pre-defined feedback form for employees about training program
- Assess training programs based on feedback received from employees
- Pre-defined action plan form for employees to fill on the system
- Send copy of the action plan to supervisor
- Identify certification and education programs with eligibility criteria
- Pre-defined form for employees certification and education program nomination
- Assess eligibility of employee application for certification and education programs
- Pre-defined form for employees to request for re-imburement
- Attach necessary documents with employees' re-imburement request
- Assess employees' re-imburement request
- Authorize of employees' re-imburement request
- Communicate employees to be re-imbursed
- Allow books to be recorded in the system and will manage employee check out and check in of books in library.

**Report**

- Consolidated Training Need Analysis(TNA) result
- Report on a particular training immediately after it is finished
- Quarterly report on training delivery
- Annual report on training delivery

**6.6 Employee Separation and Retirement**

- Able to accept request for Retirement or Separation by using the predefined forms
- Notify the employee/his or her work unit about the retirement time of the employee
- Communicate formal Review of Request for Retirement or Separation
- Communicate approved request for execution of Retirement or Separation
- Handle the completion of employee clearance process by using pre defined forms
- Initiate final settlement and provide necessary input to finance
- Allow the completion of exit interview and communicate to supervisor and other delegated persons.
- Prepare, print and release the relieving letter and update employee database

**Report**

- Termination report in head office and Zonal Post Office
- Reason for termination report

## 7. Statement of Non Functional requirements

The non-functional requirement that relates to the technical aspect of the system for a proposed system must fulfill such as performance related, reliability and availability issues are described in this section .

### 7.1 General Technical Requirements

<b>General Architectural Requirements:</b>	<ul style="list-style-type: none"> <li>• Application must be n-tier architecture, separating data, business logic, and presentation layers (at a minimum).</li> <li>• The application modules that are part of the proposed Product suite are extensions of a core Product.</li> <li>• Core application architecture should be based on Service Oriented Architecture (SOA) design principles.</li> <li>• Functionality should be grouped around business processes and accessed via interoperable services.</li> <li>• Any disparate System components should share related data to ensure consistency.</li> </ul>
<b>Data Layer Requirements:</b>	<ul style="list-style-type: none"> <li>• Database server operating system should be Platform Independent.</li> <li>• Database server should run on an x64/32 bit compatible chipset.</li> <li>• Application components should share a single, common database.</li> <li>• Applications should have the ability to archive and purge data that has reached aging limits defined by the administrator.</li> </ul>
<b>Business Logic Layer Requirements:</b>	<ul style="list-style-type: none"> <li>• Application Server operating system should be Platform Independent.</li> <li>• Application Server should run on an x64/32 bit compatible chipset.</li> <li>• Application load balancing via Networks solution and/or native capabilities should be supported to facilitate application scalability.</li> </ul>
<b>Presentation Layer Requirements:</b>	<ul style="list-style-type: none"> <li>• Client operating system support should be Platform independent</li> <li>• Client application interface support should be entirely web-based through all the current popular browser</li> <li>• In order to simplify the user's activities, the system shall be designed using simple and intuitive menus familiar to windows application users. The menu system provides a set of command to the users. The menu offer convenient and consistent ways in which command are grouped, thus making it easy for users to access them and perform the various tasks in the system.</li> <li>• Client PCs support should be x64/32 bit chipsets</li> </ul>

<p><b>Reporting , Import / Export Requirements:</b></p>	<ul style="list-style-type: none"> <li>• The system should incorporate special features to the database, import/export data files, and to upload files or data to the system.</li> <li>• Sorted and grouped based on given fields. The output shall include graphical and tabular out puts. Data could also be exported printed to external programs for further analysis.</li> <li>• Reporting Services like Crystal or any available tools should be supported as third-party reporting tool.</li> <li>• Native reporting capabilities, if available, should have minimum and recommended hardware requirements to support n number of concurrent users (Processor, RAM, hard disk space, etc.).</li> <li>• In addition to built-in, packaged reporting, the application should provide an ad-hoc reporting capability that is end-user friendly and can produce data exports for additional analysis within external tools like Excel.</li> </ul>
<p><b>Integration Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Application should provide the ability to interact with other systems via functionally oriented web services.</li> <li>• The systems should have smart devices interface, where appropriate</li> </ul>
	<ul style="list-style-type: none"> <li>• Application should provide the ability to interact with other systems via application programming interfaces (APIs).</li> <li>• Use of all available web services, APIs, on/off-ramp tables, and flat files should be configurable and manageable within a developer-accessible GUI interface.</li> <li>• All available web services and APIs should be itemized and described in program documentation.</li> </ul>
<p><b>Application Update Requirements:</b> <b>Application Update Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Software Provider modifications / Updates to the application will be tested in a Software Provider- code environment.</li> <li>• Software Provider modifications / Updates to the application will be delivered via a consistent, pre-defined process that includes complete instructions on how modifications should be applied.</li> <li>• Software Provider modifications / Updates to the application will be tested in a Software Provider- code environment.</li> <li>• Application should support external flat file import of historical data to accommodate migration of existing information into the System.</li> </ul>
<p><b>Application Configuration Requirements:</b></p>	<ul style="list-style-type: none"> <li>• The system should have the option to adjust the behavior of application components to meet future business needs through direct manipulation of an explicit business process model, making design manageable by business users without the need for the vendor support.</li> <li>• Adjustments to application by either of the above methods should begin to alter application behavior at a date/time designated by Ethiopian Postal service staff, without the need of interrupting application availability or the need of intervention by IT staff.</li> </ul>

<p><b>Application Update Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Software Provider modifications / Updates to the application will be tested in a Software Provider- code environment.</li> </ul>
<p><b>Security Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Software Provider modifications / Updates to the application will be delivered via a consistent, pre-defined process that includes complete instructions on how modifications should be applied.</li> <li>• Security-related patches to supported operating systems should be supported by the application within two (2) weeks of operating system patch release. If OS patch cannot be supported, mitigation steps must be provided.</li> <li>• Application should have the ability to integrate security to existing Active Directory security.</li> <li>• The System should have security tools and include restrictions such as administrative tools access, application module access, menu access, record access, field access, and query/reporting access. The System security should have controls in place to prevent unauthorized access to the database, maintain database process controls, and log all database transactions.</li> <li>• Ability to use role-based access control.</li> </ul>
<p><b>Operational Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Procedures and mechanisms for performing both online and offline application backups should be available.</li> <li>• Procedures and mechanisms for implementing the application components in a high-availability configuration should available.</li> <li>• Procedures and mechanisms to recover from natural, human-caused, and electronic disasters that could interrupt service</li> <li>• Application monitoring and logging capabilities should be available to report / alert on things like performance bottlenecks, failed/hung processes, communication failure, etc. Monitoring should include all aspects of the solution environment, such as application server, database, and operating system.</li> <li>• The system shall be designed to process a large number of system users, and enables concurrent access by local and remote users. The users can be public, special user, regular, or system administrators. All will have their own access privilege in the system and their actions can be tracked accordingly.</li> </ul>

<p><b>Other Requirements:</b></p>	<ul style="list-style-type: none"> <li>• Ability to exchange and transfer information between two or more sub systems or components internally to avoids redundancy of data entry and record keeping also a key point.</li> </ul>
	<ul style="list-style-type: none"> <li>• Running application components in a VMware virtualized environment should be a supported configuration.</li> </ul>
	<ul style="list-style-type: none"> <li>• All application components should support IP4 and IPv6.</li> </ul>
	<ul style="list-style-type: none"> <li>• The system shall enable creation of files that are portable to other document formats like exporting data to Excel program, Document Portable Format (PDF), etc. It should also be designed to be compatible enough to future integration with other systems.</li> </ul>
	<ul style="list-style-type: none"> <li>• The system to be developed must implemented in all zones post office which possess VPN and Head quarter counters as client/ server architecture and stand alone in other post offices which possess no VPN.</li> <li>• The system shall work in multiple languages.</li> <li>• Both the database representation as well as the user interface must be in Unicode.</li> <li>• The system should support data entry and reporting using the Ethiopian calendar and the Gregorian calendar.</li> <li>• Up to 400 concurrent users must operate without significant loss in performance</li> <li>• The platform should support recent windows operating systems like windows XP service pack2, windows vista, windows 7 and windows 2003 serverR2/Windows Server 2008.</li> </ul>

**7.2 Documentation**

The software provider should deliver the following documentation:

- User guide (user manual)
- Code documentation.
- Administration documentation

**7.3 Maintainability**

The system shall be implemented in a way that it can easily be maintained.

**7.4 System Related Documents**

The documents generated from start to finish (Requirement, Design, configuration, Integration) shall be submitted to the company since the system can be analyzed, maintained and managed by system administrators of the company.

**7.5. Hardware Consideration**

The system should operate on a computer with an application server to contain the database and other server functionalities.

**7.6 .Training**

The users of the system need training on how to use the system. So user manual shall be given to system users in both hard and soft copies. The manual has to be easy and a step by step description of how to use the system .

The training strategy shall also detail an approach to instructional classroom training, to include but not limited to: means of instruction, location of training and number of training sites, number of trainees and instructors and duration of training. Further, the plan shall also address methodologies and approaches to computer based training, on-line help and any other instructional format deemed necessary for customer/stakeholder development.

The vendor will include a basic level of training as part of each module deployment. The basic level of training shall include on-line help and desktop guide/user manual as developed under the basic production baseline. Each agency deployment will include an addendum to the desktop guide to address agency specific functionality. Additional on-site classroom training may be identified as a result of an agency site survey. If on-site classroom training is identified in approved site survey report, the vendor shall provide instructors, training material, and necessary equipment to conduct training. In addition, the vendor shall be responsible for coordinating training schedules and confirming infrastructure facility requirements. At least the training must include domain experts, IT technicians and Users.

**Support;**

EPSE requires support services to sustain the application after implementation. During this phase EPSE desires a “capacity building” model to be proposed by the vendor. The intent is to

build EPSE's capacity to take over sustainment and support functions of each deployment with the vendor's backing EPSE. In addition, sustainment activities shall occur while iterative deployments are ongoing. These activities shall include supporting help desk operations, responding to trouble requests, and applying approved hardware or software configuration changes. In addition, the vendor shall provide a tool to support help desk operations and sustainment including remote support software. The vendor shall operate the tools and provide training to EPSE. However, EPSE shall retain ownership of its data, information, and content generated by the tool.

### **7.7. Technical Narrative Responses.**

Following is a series of questions related to the technical requirements of this Project. The Software Provider shall respond to all such questions in its Proposal as outlined here. Responses should be concise and free of ambiguity.

#### **A. Licensing Scheme.**

Describe your licensing scheme (module versus System; concurrent versus, etc.).

Identify how costs are determined for adding additional users after the initial purchase if your software is not unlimited version. Identify any licensing distinctions for users and business partners to access the System remotely through the internet.

Under your proposed licensing terms, how and under what circumstances can consultants, business partners, or other non employees have access to the Licensed Software if authorized to do so?

#### **B. Remote Support Information.**

The Ethiopian Postal service expects that the Software Provider will be able to use Site-to-Site IPsec VPN technology and Secure Shell Clients (at a minimum) in order to provide remote support. Describe how your solution will be compatible with the current network infrastructure of Ethio telecom for purposes of remote diagnostics and Updates.

#### **C. Network Environment.**

Describe the optimal network environment required to utilize the proposed Software including communication protocol bandwidth requirements.

#### **D. Operating System & Database management System.**

Identify the operating system required by the proposed application Software and database management System in the hardware environment recommended above.

#### **E. Itemization.**

Itemize all Software required to run this application (server and client). Examples include database server, application server, java, .net, compilers, runtime engines, etc. If there is a separate cost associated with supporting Software, this fact shall be clearly noted in the Proposal, and estimates of those costs shall be provided if possible.



**F. Hardware.**

Ethiopian Postal service is not including hardware within the scope of purchase for this RFP, however as part of this RFP, the company requires Software Providers to provide hardware recommendations. Describe any necessary computer hardware requirements to support operations of your proposed System. Please provide specifications for recommended hardware for other tools to meet the functional or technical requirements.

**G. Administrative Tools.**

Software Providers shall describe the System administration tools that are used to manage the application including any data archival tools, tools for managing application Updates, online help management tools, etc

**H. Service Oriented Architecture (SOA) Standards**

Please describe how this application is based on SOA design principles. Please describe how your proposed solution supports SOA standards. What does your system offer beyond SOA to provide high adaptability to changes in the business environment?

**I. Configuration.**

System shall be configurable to meet specific business needs using mechanisms such as workflow, business process models, user-defined fields, rules, events/alerts, etc. To the extent possible, configuration changes shall be manageable by business users, without the need for substantial IT support. Please describe System configuration capabilities.

**J. Job Processing.**

Please describe any application Planning, monitoring and scheduling capabilities.

**K. Security.**

Describe the following with respect to security: Describe the identification and authorization capabilities of your proposed solution:

- For users, and
- For System administrators and Data Base administrators;
- Describe the security audit capabilities of your proposed solution;

**L. Customizations.**

- A. If Customization is done during implementation, will you support the Customization;
- B. If yes, how do you price maintenance and support for Customization? What is your maintenance cost price structure for Customizations; and
- C. How are Updates and/or Major Version Updates impacted by Customization? Will there be additional costs for Updates from Customizations? If yes, please describe.

### **M. Data Conversion Requirements.**

Describe the tools and processes that your Proposed Solution includes that support Data Conversion activities as part of an Implementation, and/or as part of future consolidations or segregations. Briefly describe your data migration/conversion recommendations.

## **8. Methodology**

Ethiopian Postal service may process to select the Implementer, or it may elect to negotiate with one or more Software Providers that have been Shortlisted for Demonstrations. Based on what the Ethiopian Postal service concludes in its best interest the Company reserves the right to negotiate with potential Implementers at any point after the Software Solutions have been Shortlisted for Demonstrations. To ensure the EPSE selects a Software Solution that can be implemented in a manner that meets the Ethiopian Postal service requirements and is within the budget, it is anticipated that the Ethiopian Postal service may enter into an Agreement with a Software Provider after negotiating a contract with the Implementer.

### **8.1. EVALUATION PROCESS**

The evaluation of the proposed systems by Ethiopian Postal service will be conducted by an evaluation team. The evaluation process and criteria used to evaluate responses are presented in the following sections.

All responses will undergo an initial evaluation with respect to:

- completeness;
- responses for mandatory requirements;
- confirmation through references;
- Overall capability of the proposed solution to meet present and future needs of Ethiopian Postal service S.C
- Demonstrated and declared capabilities to provide strong and effective implementation support and on-going maintenance and support.
- cost
- The operational scenarios, for use in demonstrating the functionality of proposed solutions, will be specified by Kality Foods S.C for short-list software providers.

#### **Our primary focus for selecting the integrated Financial solution will be on:**

The ability of the proposed solution to meet the requirements specified in the statement including functionality requirement, training, implementation support and other services;

- Software life span.
- Platform independency
- Multilingual support.
- reliability;
- ease of use;
- ease of understanding;
- the resources required to acquire, install, implement, operate and support the proposed solutions;
- The system capability for growth.

### **8.2. Evaluation for Requirements Fulfillment**

Core functional requirements have been considered to be essential for the use to be made of the required system. Suppliers must be able to demonstrate the capability to meet all the specified core functional requirements as stated on the statement of functional requirement and demonstrate the detail of sub functionalities.

### **8.3. Evaluation of Desirable and Optional Features**

The team will evaluate responses on the basis of desirable requirements, e.g. feature which would improve the overall solution but which are not essential, and on the basis of the software provider additional or optional requirements proposal i.e., those features that meet the specifications which may be integrated in the future.

- Additional value will be associated with:
- The capability of a Supplier to provide a complete solution to the needs specified in the Statement of Requirements;
- The degree of integration of the package components for the use of shared data and process resources.

### **8.4. Support Capabilities**

The supplier's ability to support the product during the installation and beyond will be evaluated.

### **8.5. Functional Demonstration**

On or before the award, Ethiopian Postal service will deliver specifications for Demonstration Scenarios and will make arrangements with short-listed Suppliers for these demonstrations and the opportunity for user hands-on evaluation.

### **8.6. Risk Minimization**

The risk reduction strategies that apply to the selection of implementation options are:

- **proven solutions** - the selection of products based on evidence of successful implementation in similar industries ensure that products will work and that expertise will be available for implementation and on-going support;
- **Base platform selection** that will allow for the conversion and interfacing to other existing systems. .e.g. counter Automation System .

## **9. Evaluation and Qualification Criteria**

- Proposals will be assessed to determine the most comprehensive, competitive and best value solution for Ethiopian Postal service enterprise based on, but not limited to, the criteria below.
- Procuring Entity shall use to evaluate a bid and determine whether a bidder has the required qualification or not.

## **10. Contract Award**

The Company shall not be deemed to have finally selected a Software Provider until an Agreement has been successfully negotiated and signed by both parties. The resulting Agreement is subject to the approval of the Ethiopian Postal service Enterprise governing body, the GM .