

ADDENDUM 1

Overview of questions received from bidders until 9 August 2021 and responses from IDI.

Question 1:

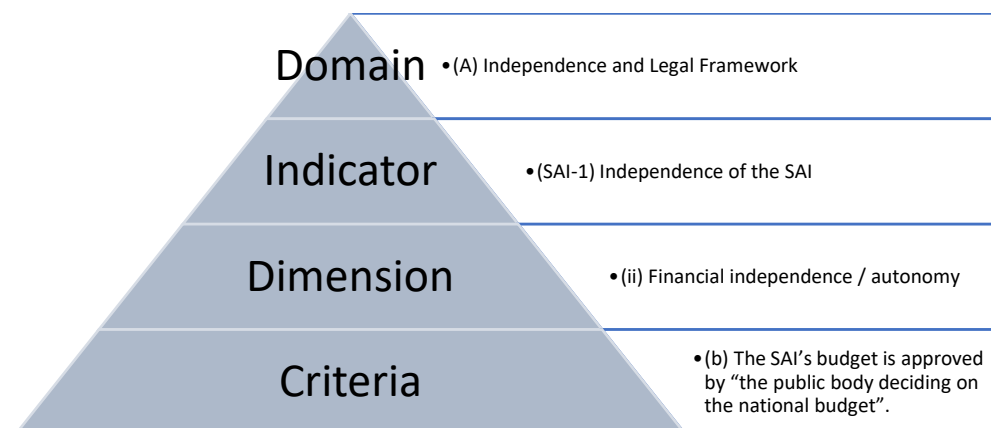
Regarding the level of flexibility for the audits and assessments as well as the data model: Does the customer require that several different type of categories, subcategories and related questions can be applied to different audits at the same time?

Response Question 1:

In terms of this SAI PMF application, it will be used to assess and identify the strengths and weaknesses of a Supreme Audit Institution (SAI). All the functions of the SAI will be assessed where one will be the audit function. In addition, areas such as organizational planning, HR etc. will also be assessed. Therefore, the SAI's audit files will be one type of evidence necessary to conduct the assessment. Other documentation will also be reviewed such as strategic plans, legal framework governing the SAI, communication strategies etc.

I am also including a brief description of the scoring model which explain a bit about the framework that needs to be integrated into the application:

The assessment team which will evaluate the SAI using the SAI PMF framework will be one of the main user-groups of the application. The SAI PMF framework consists of a number of domains, indicators, dimensions and criteria which is illustrated below with an example:



The framework consists of 6 domains. Each domain is broken down into a number of indicators, each indicator is broken down into a number of dimensions (normally 2-4) and each dimension is broken down into a number of very specific criteria. Each criterion (there are around 550 in the framework) needs to be scored either met or not met. Based on the met and not met a numerical score between 0-4 is calculated at the dimension level. Based on the score of 0-4 on the different dimension a numerical score 0-4 is calculated at the indicator level. The domain level is not assigned a numerical score. One of the main user-groups of the application will be assessors conducting the assessment. They would start the assessment at the criterion level and register met or not met for each criterion. When this is done these needs to be automatically calculated into the numerical scores. At the dimension level this is done by applying specific rules. Please note that the rules are not always the same. One example:

Criteria for scoring dimension
Score = 4: All of the criteria above are in place.
Score = 3: At least five of the criteria above are place
Score = 2: At least three of the criteria above are place.
Score = 1: At least one of the criteria above is place
Score = 0: None of the criteria above are in place

At the indicator level this is done by applying a conversion table which should be automated within the application. Example:

3.2.5 Conversion Tables for Scoring Indicators

Scores for individual dimension		Overall score
2-dimensional indicators		
0	0	0
0	1	0
0	2	1
0	3	1
0	4	2
1	1	1
1	2	1
1	3	2
1	4	2
2	2	2
2	3	2
2	4	3
3	3	3
3	4	3

Scores for individual dimension			Overall score
3-dimensional indicators			
0	0	0	0
0	0	1	0
0	0	2	1
0	0	3	1
0	0	4	1
0	1	1	1
0	1	2	1
0	1	3	1
0	1	4	2
0	2	2	1
0	2	3	2
0	2	4	2
0	3	3	2
0	3	4	2

Flexibility is important to ensure the application can also be used in the future. This is because the framework may change. Criteria may change, an indicator may be added, the structure may change. It is therefore important to ensure flexibility to ensure that such changes can be done.

Question 2:

Regarding the setup/implementation of each audit. Is every audit planned separately and different categories, subcategories etc. are included in each of them?

Response Question 2:

Are you here referring to the SAI PMF assessment? As mentioned above one of the main user groups will be the assessment team who will evaluate the SAI. Each assessment is planned separately. All assessments must adhere to the SAI PMF framework and assess all criteria and use the scoring model described above. This framework we would like to integrate into the application to streamline the process and make it easier for an assessment team to conduct an assessment.

Question 3:

What is the expected delivery in this project? Is there additional requirement than Digitalization and streamlining the process, the solution itself and training of IDI personnel?

Response Question 3:

These are the main deliverables that we foresee.

Question 4:

In the tender different user categories are listed. How many users is expected per user category?

Response Question 4:

The main user category will be the assessment teams. Each assessment team will normally consist of 3-5 persons, but sometimes there can also be more. Other parties may also be involved in an assessment. For instance, IDI staff supporting the assessment and providing advice and additional staff and contact persons in the SAIs. Currently around 90 SAIs have been evaluated using the SAI PMF framework.

See also response on question 20.

Question 5:

Are some user's non-profits?

Response Question 5:

Most users will be non-profit. Many assessments are conducted by a team from within the SAI that is being evaluated (self-assessment), sometimes the team can consist of staff from other SAIs (peer-assessments) and sometimes it can be a team of consultants (external assessment). Consultants will be paid a fee. The application should be free to use and we are aiming for that IDI will bear any license costs.

Question 6:

Who will be the licensed party?

Response Question 6:

IDI will bear the costs for any licenses.

Question 7:

Can we assume that all users have Microsoft accounts?

Response Question 7:

We can't take for granted that absolutely all have Microsoft accounts. But many would have this.

Question 8:

Is there a possibility for co-ownership of the IPR? Is there a possibility for the two parties (IDI and the bidder) to co-own the application/ IPR - Intellectual Property Rights? Not the data produced, but the application.

Response Question 8:

I believe this will not be possible. Currently the operational responsibility of implementing the SAI PMF framework lies with IDI. I can't see that this situation will change as of now, but perhaps changes will happen in the future. In this situation we therefore believe it is better if there is no co-ownership with the bidder.

Question 9:

We think the trial period is long. Can you describe it in more detail? Is the expectation that we can provide continuous support to improve the solution during the pilot?

Response Question 9:

We would like to do continuous testing while the application is being developed so that the version that is being launched should be of high quality and any bugs removed. After the launch the application will be used for conducting real assessments, the pilot phase. The thinking was that if there is any user feedback that some functionalities does not work as intended and if smaller improvements can be made this should then be done in the pilot phase. The trial period is also quite long since it can take some time to conduct a whole assessment, 6 months – 1 year is what we consider to be a reasonable time. It is a bit difficult to predict, but if the development period is going as planned it could be that the support that needs to be provided in the pilot phase is not too extensive.

Question 10:

What are the customers' expectations regarding total scope of work? To deliver a high-quality proposal, we see the need for more information. Is it possible to provide us process descriptions and/or user stories?

Response Question 10:

We don't really have user stories. In the e-mail I can attach the SAI PMF framework document. This explains a little about the assessment process. And it includes the whole framework with all the domains, indicators and criteria that needs to be integrated into the application. The document is quite long but you don't have to read everything. All the domains are built in the same way so by having a glance it can give you an idea. The assessment process is described in chapter 1.6.1 from page 12. The scoring methodology in chapter 3.2 from page 33. And the framework itself from page 39.

Question 11:

For an even better understanding it would be valuable if you could provide us with an example of an "old" documentation of an audit.

Response Question 11:

Unfortunately, I don't have an example of an "old" documentation of an audit. An audit file would normally consist of a number of documents. There would be documents related to the planning of an audit and design and development of specific audit programmes. Then in the next step the execution of those audit programmes and conclusion and reporting on the audit.

In terms of the SAI PMF application the audit files would be one type of evidence that one of the user-groups of the application, the assessors, would review to score a number of the criteria met or not met. A more detailed explanation of this scoring model is described under Q 1 and Q 14. The assessors would also review a number of other type of documentation such as for instance strategic plans, legal framework, communication strategy, manuals and policies etc.

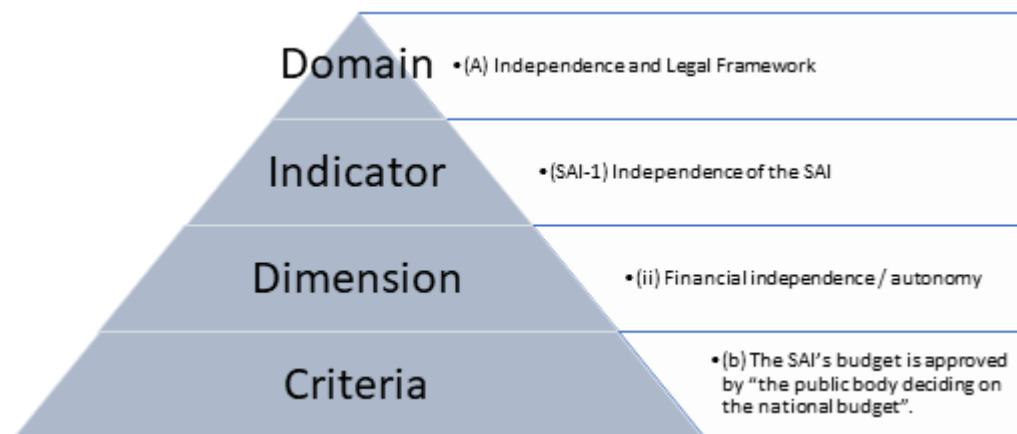
Question 12 (in reference to system requirement nr. 14):

System requirement: Scripting functionality to produce complex configurations, business rules and calculations (if necessary). Scripting of complex IDI specific calculations and rules will be necessary.

Question: What kind of scripting functionality is expected, since this is a Database Management Application, all rules, calculations and configurations are done using a programming language and data is stored in the database tables. In such a scenario what kind of scripting is to be made available to change all rules, calculations and configurations which will make changes to the data as well.

Response Question 12:

Here we are referring to the need for automatic calculations to take place within the application. The SAI PMF performance framework consists of domains, indicators, dimensions and criteria. This is illustrated below with an example:



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1	4	2
2	2	2
2	3	2
2	4	3
3	3	3
3	4	3

Scores for individual dimension			Overall score
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0	0	2	1
0	0	3	1
0	0	4	1
0	1	1	1
0	1	2	1
0	1	3	1
0	1	4	2
0	2	2	1
0	2	3	2
0	2	4	2
0	3	3	2
0	3	4	2

Question 13 (in reference to system requirement nr. 16):

System requirement: High degree of flexibility for IDI personell to make configuration changes (fields, sections). Practical and low cost to make changes (limited need for external consultants)

Question: Do we need to make changes to section names or field names in the UI or reports or do we need to make changes at database level and even at the structural level of the tables.

Response Question 13:

The SAI PMF framework will change in the future. Meaning that criteria, dimensions and indicators may change. Sometimes it could be smaller changes and some criteria will change. Sometimes it may be more extensive changes. It would be useful if IDI staff is able to make these changes within the application ourselves. At least for smaller changes. One aspect would be to then being able to edit fields so that we can edit the wording of a criterion for instance. Sometimes it could also be structural changes. Meaning that a criterion linked to an indicator should be linked to a different indicator for instance. In some instances, we would also like to include help-text which may also change over time. These are just some examples of some changes it would be useful if IDI personell can conduct within the system.

Question 14 (in reference to system requirement nr. 17):

System requirement: High degree of flexibility for IDI personell to make changes to data fields (questions, help texts). Practical and low cost to make changes (limited need for external consultants)

Question: Do we need to make changes in the UI or reports or in the data or do we need to make changes at database level and even at the structural level of the tables.

Response Question 14:

Please see response under question 13.

Question 15 (in reference to system requirement nr. 28):

System requirement: Inline editing option for "excel-type" forms

Question: Need to understand this requirement with details as this being a software application, excel type editing is generally not recommended.

Response Question 15:

This refers to how SAI PMF assessments have been documented up until now. They have been mostly conducted in excel sheets. These will now be integrated within the application so it will not be direct editing in excel type forms as such.

Question 16 (in reference to system requirement nr. 31):

System requirement: Message board for generic messages to the team.

Question: Can you please elaborate this, is it just a general message board for all team members or is for each projects or is It a combination of both?

Response Question 16:

The application should allow for effective communication between the assessment team members. In several instances the team may not be in the same location. Sometimes other people could also be involved in an assessment. I think the most important is for the team members but could also be a combination if that is possible.

Question 17 (in reference to system requirement nr. 63):

System requirement: Prebuilt Connectors to other applications

Question: Can you please elaborate what in your view mean with a connector vs a API?

Response Question 17:

This is linked to the ability in the future to integrate the application to other applications. Since changes are always happening it will be useful to have this possibility. This is also linked to the fact that we have some thoughts around this, but it is difficult to fully predict the future. It will therefore be useful to build in some flexibility if that is possible.

Question 18:

- a. Will there be a large number of scoring models that needs to be integrated since the SAI PMF framework consist of a large number of dimensions, around 96.

- b. Do IDI want to integrate a functionality to be able to send documents in workflow such as for instance through a SharePoint solution integrated with the application? Or an alternative could be through Microsoft Teams where different persons can access the documents and provide comments.

Response Question 18:

- a. That is correct. Each dimension has its own scoring recipe to be able to calculate a numerical score at the dimension level. The numerical score is for many dimensions calculated the same way but there are also differences. Refer to question 12 that provides an example of such a recipe.
- b. It is important that different persons can access documents and review and provide comments. Both solutions could be relevant for us. If both are technically possible but will have an impact on the overall costs, please include information on this in the bid.

Question 19:

How will the economic assessment of the bid be calculated?

Response Question 19:

The formula states: (price of lowest acceptable bid/price of assessed bid) *40

It means that we would conduct a calculation where the bidder with the lowest cost would get the highest score, which will be 40. For bidders with a higher cost the score would be calculated using the formula above. For example, if the lowest bid is 100 and the assessed bid is 200. This bidder would receive a score of $(100/200) * 40 = 20$.

Question 20:

How many users will access the PMF application?

Response Question 20:

It is a bit challenging to estimate precisely. The objective is that all assessment teams should be able to conduct the SAI PMF assessment using this application. Each assessment team would often consist of 3-5 users, but sometimes it can be more. Each assessment/assessment team needs to have a separate area within the application to ensure confidentiality of information. Each country in the world has a Supreme Audit Institution (SAI), but to conduct a SAI PMF assessment is voluntary. To date around 80 have conducted a first assessment. A number of SAIs will also conduct repeat assessments (2nd, 3d etc. assessments). In practice there are on average 10-15 ongoing assessment at any given time. But there can also be peaks and lows. In the most hectic periods in the last couple of years there were as many as 40 ongoing assessments. This means that over time quite a lot of people may access the application. But when an assessment is completed IDI needs to put in place routines to ensure ending user access that is no longer necessary. After an assessment is completed the whole assessment team does no longer need access. But we need to ensure that someone in the institution being evaluated has access.

- In addition, a few additional persons (2-3) from the SAI being evaluated may have access while the assessment is ongoing.
- A number of IDI staff (approx. 5 would always have access).

Question 21:

Out of the total number of users, how many are frequent and infrequent users? Please share the count.

Response Question 21:

Please see comment above. As an assessment is ongoing the assessment team will be frequent users. In addition, there could be a few additional staff from the institution being assessed that have frequent access while the assessment is ongoing. The number of IDI staff mentioned above would be frequent users.

Question 22:

Could you please share the workflow of the performance measurement process?

Response Question 22:

Please see the concept note (Addendum 2, section 4 and 5).

Question 23:

Is there a costing/pricing template that needs to be filled? If so, can you please share it?

Response Question 23:

Not entirely sure what you refer to. Many assessments are conducted as in-kind support. Sometimes external consultants will conduct an assessment for a fee. This will be handled outside of the application.

If you are referring to the costing/pricing template for developing the application, we do not have such a template. Please fill in a format that you would find suitable. If you see that some of the system requirements may have different solutions that will have a large impact on the overall costs it will be useful if you indicate this.

Question 24:

Is our understanding correct that the detailed requirements be shared during the requirements gathering phase?

Response Question 24:

Not entirely sure what you refer to.

Question 25:

Can the portal for infrequent users be on the same low-code platform? Or Is there a different technology on which IDI is looking to build the portal?

Response Question 25:

We were envisioning that it would be the same portal if technically possible.

Question 26:

How many references customer details are required?

Response Question 26:

Not entirely sure what you refer to.

Question 27:

Can we submit supporting documents to showcase our capabilities apart from the documentations requested in Section 3.10?

Response Question 27:

Yes, you can include additional information as long as it is relevant.

Question 28:

Please correct our assumption that the application needs to be built between September 3, 2021 and December 20, 2021. Post that, until December 31, 2021 it will be to support and do minor enhancements of the application.

Response Question 28:

Refer to question 9.

Question 29:

Is it expected that, between September 3, 2021 and December 20, 2021, we would need to implement all the details mentioned in the PMF as available here <https://idi.no/elibrary/well-governed-sais/sai-pmf/426-sai-pmf-2016-english/file> or Only the selected functionalities of the overall framework, that is identified by IDI, needs to be implemented?

Response Question 29:

The whole application should be developed and should be fully functional for an assessment team to use by end of 2021. This entails that the 6 domains, 25 indicators and corresponding dimensions and criteria in the SAI PMF framework document needs to be included in the application in addition to other functionalities specified in the systems requirement shared. If you believe the deadline is tight please indicate this in your proposal and what you believe would be realistic.

Question 30:

Is IDI open for a sprint-based pricing, considering the functionality details needs to be collaboratively worked upon?

Response Question 30:

I am assuming you are here referring to whether we could make payments in blocks. This should be fine and details on this can be further discussed with the selected bidder.

Question 31:

Do we have to submit the license cost of the platform now?

Response Question 31:

If you have a rough estimate it would be useful. We are assuming we need to pay license costs per user.

Question 32:

Can IDI share sample spreadsheets/word files of the assessments carried out currently for our better understanding?

Response Question 32:

Please see the concept note, section 4 where you can see pictures of the current documents used while conducting an assessment. In large the assessments have so far been documented in word and excel files.

Question 33:

Do we need to integrate the proposed solution with any other systems apart from the ones mentioned in the attachment named "System Requirements"?

Response Question 33:

Not as of now. But it may be relevant in the future although it is challenging to predict what opportunities technological developments will create. It will be important as far as possible to develop the application in a way that will allow us to make future integrations. For instance, through modern API.