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International Development Research Centre
Centre de recherches pour le développement international

REQUEST FOR PROPOSAL ("RFP")

RFP Title:	**RFP #:**
Licensing and Implementation of Microsoft Dynamics NAV Financial ERP System	15160007
Issue Date:	**Close Date & Time:**
Tuesday June 9, 2015	Monday, July 13, 2015 at 2:00 p.m. Eastern Daylight Time (EDT)
Contracting Authority Division:	**Originating Division:**
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SECTION 1 – INTRODUCTION

The purpose of this section is to provide general information about the International Development Research Centre ("IDRC", "the Centre") and this RFP.

1.1 IDRC OVERVIEW

IDRC is a **Canadian Crown Corporation** established by an act of Parliament in 1970.

IDRC was created to help developing countries find solutions to their problems. Through its grant making activities, IDRC encourages, supports, and conducts research in the world's developing regions, and seeks to apply new knowledge to the economic and social improvement of those regions. IDRC aims to reduce poverty, improve health, support innovation, and safeguard the environment in developing regions.

IDRC employs about 380 people at its Ottawa, Ontario, Canada head office and at its four (4) regional offices (Cairo-Egypt, New Delhi-India, Nairobi-Kenya, and Montevideo-Uruguay). For more details visit idrc.ca

1.2 PURPOSE OF THIS RFP

The *Enterprise Resources Planning (ERP) Systems Replacement* program is a key initiative which will be a priority for IDRC over the coming two years. The program is comprised of replacing existing ERP software used within IDRC for both its Grants and Project Management (GPM) system and the current ERP used for financials, procurement and other internal processes. In addition to replacing their existing ERP systems, IDRC is reviewing all of their workflows and internal processes in order to increase automation, gain efficiency and realize overall cost savings.

IDRC is issuing two RFPs to support this initiative. Specific to this RFP, IDRC requests proposals from Gold and Silver Microsoft certified service partners to provide IDRC with licenses and implementation services for the most recent version of Microsoft Dynamics NAV that will meet IDRC's needs (at least NAV 2013 R2). IDRC is implementing MS Dynamics NAV and CRM to replace its current, ERP and its custom Grant and Project management system (GPM). GPM is a custom solution that integrates into IDRC's current ERP system.

A second RFP 15160008 has been issued for the replacement of the current Grants and Project Management System. IDRC will be leveraging existing Microsoft Dynamic CRM licenses and will be contracting an integrator in RFP 15160008 to configure and implement Microsoft Dynamics CRM. It is the intent of IDRC to issue two separate contracts and Proponents are free to bid on either or both. Both RFPs require proposals for a complete solution which includes the operating environment **on-premises**.

All requirements for this RFP are described in section **2**, the Statement of Work ("Services").

The "go-live" date for this project is April 1st, 2016. For the purpose of this RFP, go-live is taken to mean at a minimum a complete configuration and implementation of the priority modules of the NAV system in IDRC's production environment including full integration with the new Grants Project Management System (GPM).

1.3 DOCUMENTS FOR THIS RFP

The documents listed below form part of and are incorporated into this RFP:

- This RFP document
- Annex **A** – Mandatory Requirements Checklist
- Annex **B** – Rated Requirements Checklist
- Annex **C** – Pricing Requirements Checklist
- Annex **D** – IDRC ERP Replacement Governance Structure
- Annex **E** – ERP and GPM Integration Points

1.4 TARGET DATES FOR THIS RFP

The following schedule summarizes significant target events for the RFP process. The dates may be changed by IDRC at its sole discretion and shall not become conditions of any Contract which may be entered into by IDRC and the Successful Proponent.

Event	Date
RFP issue date	See cover page
RFP Enquiries Deadline	See section 5.1
RFP close date	See cover page
Evaluation, Presentations if required, Selection, and notification of Successful Proponent	By August 7, 2015
Finalize Contract with Successful Proponent	On or before September 4, 2015
Commencement of Project*	Five working days after signature of contract

*Assumes RFP process and contract negotiation completes on time

SECTION 2 – STATEMENT OF WORK

2.1 INTRODUCTION AND PROJECT OVERVIEW

IDRC wishes to enter into a Contract with a recognized Microsoft Certified Partner. This Partner will provide licenses and work with an IDRC team of subject matter experts to configure and implement a new bilingual (English and French) financial system on the MS Dynamics NAV platform.

Gold and Silver Microsoft Partners with proven experience in the implementation of MS Dynamics NAV will be considered. The Successful Proponent will be asked to first complete a gap/fit analysis to assess which requirements can be satisfied from the NAV base capabilities through configuration, which may require limited add-ons or custom coding, and to challenge IDRC on best and simplifying practices. Experience using innovative approaches in order to meet the unique needs of IDRC is also a prerequisite for consideration. IDRC will work with the Partner to configure paperless workflows that will streamline the business processes required to implement an effective ERP system. To accomplish this, IDRC requires a configurable solution which can readily be revised to accommodate changing business needs of the Centre.

The principal objectives of this initiative are:

- To implement a ERP system that at a minimum meets the prioritized requirements of the IDRC in sufficient time to test and integrate with GPM and meet the go-live date of April 1, 2016 for both systems;
- Integration maximization between ERP financial system and the Grants and Project Management System;
- Drive efficiency through automation and streamlined workflows;
- Simplification of IT architecture with primary functionality within NAV's native capabilities and minimization of third party add-ons or customization; and
- Reduce ongoing maintenance and upgrade costs and efforts.

While it is the intent of IDRC to issue two contracts for the ERP Replacement initiative, proponents should consider that there will be numerous integration points between the ERP Financials on the Microsoft Dynamics NAV platform and GPM on the Microsoft Dynamics CRM platform (see Annex E for further details). The proponent must therefore recognize that they will be required to work with the IDRC project team and the successful proponent of RFP 15160008 – Configuration and Implementation Services – Microsoft Dynamics CRM, to ensure an effectively integrated solution. It should also be noted that proponents may submit proposals for both this RFP and RFP 15160008.

IDRC intends to enter into an agreement for an initial implementation period commencing September 2015 followed by a 3 year support contract with an option to renew, at IDRC's discretion, for up to two (2) additional three (3) year terms.

2.2 BACKGROUND

Enterprise Resources Planning (ERP) is the foundation supporting the Centre's financial and administrative processes. As in any organization, ERP systems are crucial to IDRC's effective and efficient operation and must be capable of adaptation to meet evolving business needs.

The Enterprise Resources Planning (ERP) Systems Replacement project is a key initiative which will be a priority for the IDRC over the coming two years. It is a joint initiative between the Finance and Administration Division (FAD), Grant Administration Division (GAD), and Information Management and Technology Division (IMTD), coordinated by the Office of the Vice-President Resources.

IDRC requires a proven financial solution built upon a recognized application which can accommodate the changing business needs of the Centre. As such, Microsoft Dynamics NAV will replace the existing Oracle based Enterprise Resource Planning system. One of the main factors in IDRC's proposed decision to eliminate Oracle technology and move to a new Financial ERP system is the reduction of costs, both annual support and labour for maintaining the system, through implementation of a simpler system more commensurate with IDRC's size and resources.

As part of the ERP Replacement initiative, IDRC technology will be consolidated on Microsoft based platforms, specifically Microsoft Dynamics NAV to replace the current ERP system, Microsoft Office (Excel, Word, and Outlook), SharePoint for portal and document (records) management, and Active Directory single sign on. There will be close integration with the related Grants Project Management System (GPM), based on Dynamics CRM (see section 2.4.1 Functional Requirements - Integration and Annex E). An emphasis will be to adapt IDRC processes to the out-of-the-box capabilities of the NAV solution and selected modules, or less desirably consideration of 3rd party add-ins or customization.

During the implementation process it is IDRC's desire to introduce effective workflows and make the system available to users and approvers throughout the Centre, whether they are in Head office or Regional offices or accessing the system through remote mobile devices.

2.3 OVERVIEW OF THE CURRENT ENVIROMENT

2.3.1 IDRC Information Technology (IT) Environment

IDRC's IT environment spans four regional offices (Nairobi, New Delhi, Cairo and Montevideo) and its head office in Ottawa. The regional offices have an average of 30 users with an average WAN link of 4 Mbps and latency of 180ms to 350ms.

IT Service Management

IDRC employs IT service management processes and procedures based on the best practices defined by Information Technology Infrastructure Library (ITIL).

Workstations

IDRC's employee workstation environment encompasses approximately 575 devices which consist of both desktop, notebook computers and tablets and are located across the world.

The following is a software baseline which is applicable to all IDRC workstations:

- Microsoft Windows 7/SP1
- Internet Explorer 10
- Adobe Reader 11
- Java
- McAfee Anti-Virus
- Microsoft Outlook 2013 Email client
- Microsoft Office 2013 (Word, Excel, PowerPoint)

All IDRC workstations participate in a single Active Directory with domain controllers located in each office. File and print services are also located in each office. Email is located centrally in the Ottawa data centre.

Architecture Environment

IDRC's existing environment utilizes a number of Microsoft technologies including several SharePoint (2013) instances, an Exchange (2013) e-mail server, many recent versions of Windows Server (Windows Server 2012R2) and SQL Server (MS-SQL 2012) and Active Directory for system and network authentication. For external authentication of outside service an ADFS service has been implemented.

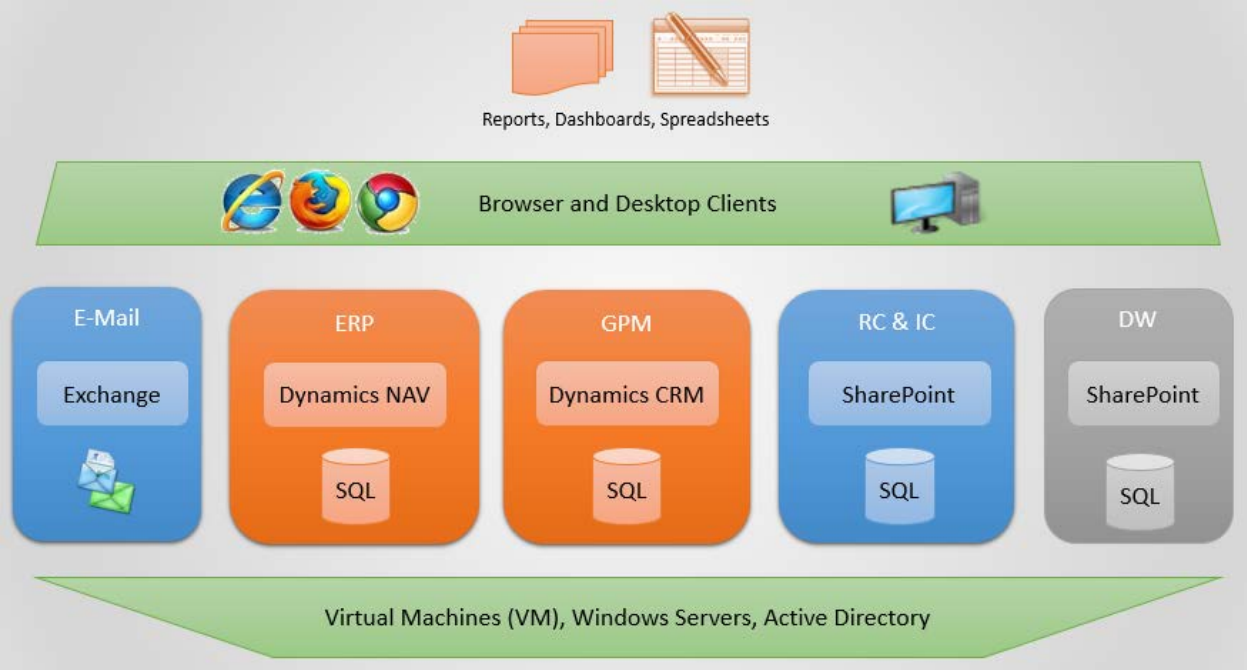
The Ottawa data center has standardized on VMware virtual machines and HP server hardware (standard server platform is an HP DL380 G9) and HP SAN. Network infrastructure includes Cisco Switches, routers and Firewall/VPNs and VoIP as well as Riverbed accelerators in all offices.

There is substantial use of and experience with SharePoint for Internal Collaboration (IC) intranet/extranet and records management is based on Gimmal Records Management Governance Suite which runs on SharePoint Records Centre (RC). A current Oracle-based data warehouse (DW) will be re-hosted on MS SQL and (likely) accessed through SharePoint.

This ERP project is about the introduction of Dynamics NAV and the sister GPM project will see the introduction of Dynamics CRM, both based on MS SQL Servers (2012). As indicated elsewhere desktops are standardized on Windows 7 and Microsoft Office Suite (2013). The NAV Web Client would be desired for most cases though IDRC would remain open to the NAV Desktop Client where applicable. It is expected most of the existing Crystal Reports (SAP Business Objects) would be re-implemented by native reporting in the new applications. There are approximately 85 Crystal Reports that are used for financial reporting and analysis.

Most systems reside in the Ottawa data center and Microsoft One Drive for Business is also used.

The following summarizes the current and expected architecture environment.



ERP Financial Users (Estimate)

IDRC currently has 30 primary users and 100 casual/approval users. The chart below of potential Dynamics NAV users is based on the current understanding of IDRC's needs however this might change depending on the gap analysis recommendations.

Functional Area	Administrator[1] (configuration)	Power users[2]	Self-service/ Casual users[3]
IT Support and Development	**3**		
Financial Operations	**2**		
General Ledger		*Up to 10*	*Up to 10*
Accounts Payable (procurement card allocations and approval solution)		*Up to 5*	*Up to 80*[4]
Employee expense reimbursement		*Up to 5*	*Up to 50*[5]
Accounts Receivable		*Up to 5*	*0*
Fixed Assets		*Up to 3*	*0*
Cash Management		*Up to 3*	*0*
Procurement		*Up to 6*	*Up to 80*[6]
Reporting		*Up to 10*	*Up to 25*
Budgeting		*Up to 4*	*Up to 25*

[1] Admin users: users have system-wide, full read and full write capabilities to all of the licensed solution, including configuration.

[2] Power users: users have full read and full write capabilities to specific areas of functionality.

[3] Self-service users: users have limited-write and limited-read access to some areas of functionality, for example, limited data entry in specific areas.

Assumptions:

[4] Number of A-Cards (procurement cards – centrally paid acquisition cards with US Bank Visa) does not change and allocation/approval process is done via Accounts payable.
[5] Most employees will be not entering their expense reimbursement claims themselves however approval will be done within the application.

[6] Purchase requisitioning will be done electronically within Procurement.

2.4 DESCRIPTION AND SCOPE OF WORK

The Successful Proponent is expected to meet the following:

2.4.1 Functional Requirements

The Successful Proponent is expected to become fully aware and knowledgeable of IDRC's financial management requirements which includes a yearly attest audit done by the Office of Auditor General of Canada.

It is expected the Successful Proponent will provide the expert advice and guidance required to counsel IDRC on workflow and process improvements that will enable the use of Dynamic NAV with minimal customization.

The Successful Proponent's MS Dynamics NAV solution and **financial proposal** should be based on the assumption that the following **5** priority modules along with cross cutting features such as financial reporting, auditable security, and other technical and miscellaneous features (noted in the Functional High-Level Detail) must be implemented for April 1, 2016 go live:

1. General Ledger (GL)
2. Accounts Payable (AP)
3. Accounts Receivable (AR) and External Funds Management (EFM)
4. Procurement
5. Employee Expense Reporting (EXR)

The additional **5** modules below are to be assessed as part of the gap analysis when the Successful Proponent comes on site as to what in addition to the above list can be implemented in our time line, and which items will be pushed to a later phase of the *Enterprise Resources Planning (ERP) Systems Replacement* program.

1. Budgeting (BFM)
2. Fixed Assets (FA)
3. Cash Management (CM)
4. Human Resources Management (HRM, basic)
5. Time and Expense (T&E) Tracking

Though all the above **10** items are desired, an initial deliverable from the Successful Proponent will be a gap analysis, as previously mentioned, between the above and the native capabilities of

the Dynamics NAV or potential 3rd party or custom additions and a recommendation informed by overall goals and strength of requirements.

Further to the above lists, the Successful Proponent will be implementing each module with the following requirements in mind:

- Reporting needs of the centre;
- Document management;
- Workflow and automation; and
- Integration between modules and between NAV and CRM

Functional High-Level Detail

Further details on each feature are noted below:

General Ledger (GL)

Monthly, quarterly and year-end processes are done throughout the fiscal year which ends March 31. System closure processes (not including reporting) are currently executed in:

- Month-ends: within 3 business days of month-end
- Quarter-ends: within 7 business days of quarter-end; and
- Year-end: within 19 business days of year-end.

IDRC prepares its IFRS based financial statements in Canadian dollars (functional currency). There are also five (5) foreign currencies (INR, EGP, KES, UYU and USD) used mainly for regional office operations which are translated to CAD using weekly exchange rates and day rates at quarter and year ends. IDRC is seeking an automated upload for the weekly rates.

Chart of Accounts (CoA): IDRC is seeking a Chart of Accounts that meets its reporting needs and is simpler than its current 8 segment structure. Specific guidance on NAV "dimensions" is essential. The current chart of account is composed of 250 Main Object of Expenditures (MOE) and 11000 code combinations.

Journals: A paperless automated approval and posting process for all journal vouchers created either via integration points or manually. To support a paperless environment, the ability to attach substantiating documents to journal vouchers is required. Current number of manual (or spreadsheet upload) and reversal journals is 2280 posted during the last fiscal year.

In order to reduce transaction details in the General Ledger, all integration points should post on a summary basis. Transactional details should reside in the module where the transaction was entered.

Accruals: The following areas of accruals should be automated:

- Grant agreement milestone outstanding payments, based on specific events in Microsoft Dynamics CRM, should trigger an automated journal voucher to record an accrual. These accrual JVs would be approved and posted via an automated workflow process.
- Un-invoiced receipts: goods and services acquired via Purchase Order, which has been received/rendered, accepted.

Outstanding commitment reporting: tracking of operational contracts, operational leases and grant agreement outstanding payments.

Accounts Payable (AP)

Invoice and Payment Request transactions includes invoices that are matched and un-matched to purchase order; current environment is 30% matched vs 70% un-matched. Unmatched payment requests are mostly comprised of payroll remittances, travel grants and employee reimbursements. Invoices/Payment request transactions entered in fiscal year 2014-2015 is 6700.

Supplier Payments: Payment of suppliers (domestic and international) are mostly done via electronic means (EFT or Wires). System must be able to accommodate banking information for international payments.

Procurement Card Program: IDRC has a centrally paid acquisition card program (US Bank Visa Credit Card), currently 62 active cards issued, where the purchases are recorded as an expense via a monthly allocation process (uploaded from card provider) prepared by the card holder and approved by the supervisor. For cardholders who miss the allocation deadline, an automated process that allocates costs to the Centre's cost structure is performed. The credit card transactions are uploaded on a monthly basis for the allocation process and are reconciled to the monthly debit payment on the head office bank account.

Grant Agreement payments: based on completed milestone events in Dynamics CRM and a robust approval process must trigger an automated workflow to create an 'invoice' for payment. There are approximately 1360 grant agreement payments done in fiscal year 2014-2015.

Income tax requirements: the following information will need to be collected and exported to an auxiliary system for tax reporting and slip issuance):

- As a Canadian Crown Corporation, the Centre is mandated to issue T1204 information slips to all Canadian contractors for services rendered in Canada and abroad.
- To comply with Regulation 105 Canadian income tax law, the Centre is mandated to withhold 15% income tax and report on a T4A-NR slip all service payment for its international contractors **who perform services in Canada**.
- To comply with Canadian income tax laws, the Centre is mandated to report all payments to Awardees on a T4A slip.

HST/GST rebates calculations: As a Canadian registered charity, the Centre is permitted to apply for an HST/GST rebate on most purchases acquired in Canada. The Centre is not permitted to apply for the Input Tax Credit.

HST/GST self-assessment calculations: To comply with Canadian Excise Tax Law, the Centre is obligated to self-assess the HST/GST payable for all imports of services that are provided by our non-resident supplier/vendors.

Suppliers: There are 4800 current supplier accounts which includes suppliers, IDRC staff and grants recipients (anyone who would receive a payment). Addition of approximately 570 supplier accounts a year. Ideally some reference information would be migrated and advice would be sought on transaction history. Further, the potential for "supplier portals" would be of interest for initial repopulation of supplier information and for future self-service efficiencies in data maintenance and online invoice submitting.

IDRC has two bank providers, both of which are ISO 20022 compliant. The system integrator must be capable of creating payment files in conformance with the ISO 20022 PAIN001 Customer Credit Transfer Initiation specification and bank specific requirements. The payment files are used to transmit remittance information for cheque print outsourcing, international remittances (approximately 90 countries) and Canadian remittances.

The system integrator should also be capable of importing and reporting upon the resultant ISO 20022 PAIN 002 Payment Status messages from the bank, and be capable of importing the end of day transaction files for the purpose of clearing the transactions and reporting on transaction statuses. The end of day transaction files are to be in a CSV format and the import process should be scheduled and automated. The system must be capable of transmitting the files to and from IDRC's bank providers using a secure FTP process.

Accounts Receivable (AR)

Required to manage Externally Funded Projects (EFP) to invoice donor partners and revenue recognition (see section on External Funds Management below).

The Conference Management unit within FAD could use the module for invoicing clients with a volume of approximately 180 invoices a year.

Internal chargebacks: for the internal cost recovery of meeting expenses.

External Funds Management (EFM)

The Centre enters into co-funding agreements with various donors, which complements the Centre's Parliamentary funding for its programming.

Some projects/programs are funded by multiple donors external to IDRC, multiple funding sources within IDRC, or a combination of both. Funding is allocated to research activities based on the externally funded program's/project's budget. Currently expenses are allocated to donors based on the funding (% spilt) entered in our Grants Management system, and expenses are "charged back" to donors on a monthly basis. IDRC is interested in the possibility of charging expenses to donors at source (split at time of payment). While external contributions originate as fixed percentages based on the original budget's funding ratios, this can frequently change during the actual roll-out of the project/program for a variety of reasons including the need to expedite the expenditure of one source of funding – this requires manual manipulation of the system generated "chargeback" amounts. Ideally, the system will have the agility to adjust to these changes over the life of the program/project.

IDRC also charges indirect costs to donors of co-funded research to help offset the actual costs incurred in supporting the program/project, and must track these charges.

Co-funding agreements are often denominated in foreign currencies resulting in exchange losses and gains, and effecting the final total contribution in CAD under an agreement. As well, agreements often require interest to be accrued to the program/project throughout its life. The details of actual charges must be reflected through the AR.

Donor Fund management also has implications for IDRC's Grand Administration Division who are responsible for the administration of recipient grant agreements, which can be funded using Centre core funds or donor funds. This involves capturing tombstone data on the donor supported project/program, recording funds committed and received, and financial and technical reporting milestones. Some of these Donor Fund management capabilities will be configured within Dynamics CRM based grants and projects management system. It is essential that institutional information regarding donors be

maintained in one place to ensure an authoritative data source. The Successful Proponent will therefore be required to work on a global solution with IDRC and the Successful Proponent of RFP 15160008 – Configuration and Implementation Services – Microsoft Dynamics CRM.

Budgeting

Corporate budget planning occurs at three key times during a financial year. While 75% of the Centre budget covers research grant disbursements, which is outside of the ERP, only 25% goes through the corporate budget planning process via an ERP. Therefore, the Centre prefers to use the standard budget planning and management tool offered by NAV or a simplified external tool (MS-excel based). An analysis will be required from the Successful Proponent to determine if the standard budget and planning tool offered by NAV suits IDRC's needs. If it does not suit IDRC's needs, then the Successful Proponent will be required to integrate MS-excel based budgeting tool with NAV. The Centre's needs related to corporate budgeting are the following:

- Prepare budgets per Cost Centre as per nature and type of expenses
- Upload budget (automatically or through an interface) at GL level with flexibility of modifying those budgets during the financial year
- Budget control at Cost Centre Level rather than individual account level
- Prepare budgets in CAD with some input from Regional Offices in 4 local currencies;
- Calculate different types of benefits depending on the Full-Time Equivalent (FTE) staffing (Ottawa, Ottawa-Hired Staff - OHS & Locally-Hired Staff - LES) and add salary increases based on inflation and merit.
- Distribution of budgets as per timing of expenses – on a monthly basis;
- Qualitative budget notes to describe rationale, changes or modifications
- System generated budget reports – summary of budgets at various levels, budgets per Cost Centre for Cost Centre Managers, budgets per type of expenses, analyses and management of budget variances, and, capability to provide several custom reports (including the different budget version) and the possibility to prepare ad hoc reports.

Procurement

RFx – Procurement requires the ability to conduct and run Request for Quotation, Proposal, or Information (RFQ/RFP/RFI) or other forms of competitive processes in efficient and effective manner.

Requisitions: A flexible requisition workflow and form that allows direct data entry and approvals that allows for the input of both non-inventory goods and services. Ideally the

purchase requisition would have the ability to allow for multiple financial coding per line, split requisition lines to different Procurement Officers and also allow appropriate conversion to a purchase order.

Purchase Order (PO): The ability to enter and manage purchase orders for goods (non-inventory) (20%) or services (80%); blanket orders or contract purchase agreements. The PO should have the ability to allow for user to input a large volume of free text during contract creation. The overall PO and PO lines should be able to be "coded" against more than one Cost Centre. Each PO created should also have the ability to directly store documents and web links that pertain to each specific PO. The PO output should be secure, support auto-insertion of digitized signatures (images), and support assembly of selectable terms and conditions into the PO output.

Receiving and matching Reconciliation of Goods or Services – 2, 3, or 4 way: The confirmation of goods or services received should be able to call up and be matched with POs, contracts, way bills, or invoices. Each receipt created should also have the ability to directly manage documents (see "Document Management" below) that pertain to each specific receipt that is created.

Flexible Reporting: Line items or entire PO's should allow flexible tagging and effective reporting and analysis.

Limited Inventory: Primarily office and conference management supplies, there may be some value in managing through a module which assists with automated reorder points or online reordering.

Fixed Assets (FA)

IDRC has a limited number of fixed assets maintained centrally in head office. There are 361 active assets of which 165 have a net book value of $9.5M. IDRC has the usual requirements to maintain, depreciate inventory, track and report on fixed assets. A cost-benefit analysis will be required by the Successful Proponent to determine if it is beneficial for the Centre to continue using a FA module to track its capital assets.

Cash Management (CM)

IDRC has bank accounts in head office and each of the four regional offices. For head office, IDRC requires automated payment clearing (especially for batch payments) and bank reconciliation through interfaces from the bank. Due to low transaction volumes, payments issued in regional offices will be manually cleared. Ideally, IDRC needs the capability of entering recorded payments, such as manual wires where the info is input directly into the bank system. Further IDRC would like to capture this in our system so it flows through A/P properly.

Cash flow planning and reporting. This would include limited investment portfolio maintenance, donor and Parliamentary Appropriation inflows as well as operational and project outflows. Currently done via Excel worksheet and Investment workbook with most transactional items recorded via manual journal.

Employee Expense Reporting (EXR)

A process to reimburse employees for the travel and business expenses is needed. Requirements for travel expense reporting include for expense line items, per diems for meals and incidentals, Canadian HST/GST tax rebate calculation, currency conversion, and a paperless document flow. The approval of employee expense reports should be automated via workflow and include an audit process.

Human Resources (HR) Management

There will be a (yet to be selected) cloud based HR system outside the ERP system. Basic employee information will be required regarding head office staff, Ottawa-engaged regional office staff (OHS) and regional office locally-engaged staff (LES).

Full-time Equivalent (FTE) projection: Information on staff as a resource and cost should be easily extracted for use in other modules and models.

Time & Expenses (T&E)

Time & Expenses (externally funded program/project expense distribution): The ability to capture staff time for selected projects should be possible or facilitated to allow inclusion in reports as well as invoices (through AR) to Donors who contribute to specific projects.

Standard Rate calculation: It should be possible or facilitated to calculate “standard rates” for classes of staff for use in the T&E reporting or expense distribution.

Time & Attendance (leave management): If a standard capability to track staff time was available, it would be of interest to consider for overall staff vacation planning (usually referred to as “time and attendance”, although not strictly used in that way in IDRC).

The system should house per diem rates for use in the calculation of per diems on expense reports.

Document Management

Attachments: A number of modules may or should offer the ability to attach documents. Ideally this would be a URL reference to a Records Management System (RMS), which is SharePoint Records Center in IDRC’s case.

Library/Folder: Preferably the reference to documents could point to a folder or library structure so that multiple documents/attachments could be included without changing or adding to the original reference link.

Workflow and Automation

Workflow: Conditions should automatically trigger certain actions within the system, including screen resident messages and e-mail notification. Business rules should also be facilitated by a "guided process" configured into the system, ideally managed by business users.

Automation: Scheduled or triggered actions should facilitate activities such as transactions, reporting or maintenance.

IDRC requires workflow approvals and a proper audit trail and administration controls. IDRC is currently conducting workflow for employee expense reports, acquisition card allocations, and travel authorization. IDRC would like to implement workflow controls for supplier and banking approvals, customer and supplier invoice approvals, requisition approvals, PO approvals, receiving approvals, journal approvals, and user access requests.

Security

Security should be configured to support Role Based Access, reflected in appropriate menus, and provide fine grained permissions over data viewing or modification.

Authority Matrix: A formal and effective hierarchy of authorities for approvals should be available within the system. This should include alternates (delegation), time-based escalation, and reminders and these should ideally be on an automated basis. Changes and use of approval should be effectively logged.

Sufficient Admin controls, audit logs, segregation of duties, and tight configuration such as a secure IP block, in order to pass OAG system audits and allow reliance on paperless documentation.

In addition to secure connectivity across the IDRC VPN connected networks for on premise solution, there will be a limited need for some mobile access across public networks which should be additionally secured (at least SSL/TLS or two factor authentication [2FA]).

Reporting

A range of reports should be built-in and available to all users (permissions allowing). Reports should be template-based to facilitate quick variations, allow selective attributes (filters, sorting), and several output types such as on-screen, PDF, Excel or CSV. Some report formats are exacting, such as T1204 slips for consultants, etc.

Ideally reports could also be constructed by end users simply and on an ad hoc basis.

It would be of interest to have Charts and Dashboard assemblies available, and with drill-down capabilities. This would facilitate deep analytics (Business Analysis / Business Intelligence).

Financial Reports: The following financial statement (and supporting reports i.e. Drill downs and Trial Balances) are needed on a monthly basis: Statement of Financial Position, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Statement of Cash Flow (preferable – Direct Method). There are a multiple of supporting reports including the ones mentioned above that are needed to meet critical monthly, quarterly and year-end reporting. There are approximately 20 crucial financial and supporting reports that will needed once the ERP goes live (or soon thereafter).

Integration

An essential and key requirement is effective integration with a sister **Grants and Project Management (GPM) application** which will be built concurrently with the ERP Financial initial set up (see Annex E for additional details). Effective use should be made of web service API's or data exchange mechanisms at a high-level to mitigate upgrade dependencies.

The CRM solution will be integrated with the **Financial System NAV** (GL, AP, AR, PO, etc.) in order to recognize project allocations and commitments in the GL as well as to streamline grants payment processing.

Further to the integration with CRM, the Financials (NAV) ERP must integrate well with:

1. SharePoint – for document management and to expose in a friendly way business process interaction with small data sets. This may also be the basis for various portal services.
2. Travel Authorization: An external travel planning tool would ideally have access to the "authority matrix" to facilitate "travel authorization". The entered travel itinerary might also form an initial contribution to the travel expense process.
3. Payroll: An outsourced payroll application will require some data exchange of HR and Journal Voucher (JV) or bank transaction information. Ideally this would be facilitated through scripted automation.

NAV may also be required to integrate the following in the near future:

4. Call-for-Proposals: A separate system is currently used for public Call for Proposals. This is expected to be reviewed after the initial ERP and GPM implementations, and consideration given to the new platform capabilities and

integration opportunities (portal, CRM tracking, etc.). This is out-of-scope in this current project.

5. Monitoring and Evaluation: A separate system is currently used to track and report on research outcomes. This is expected to be reviewed after the initial ERP and GPM implementations, and consideration given to the new platform capabilities and integration opportunities (portal, CRM tracking, etc.). This is out-of-scope in this current project.
6. Data Warehouse: A current data warehouse will be separately maintained (in another application) for historical and specific archival information. It could potentially become a repository for snapshots of the ERP information. This is out-of-scope in this current project.

Many of these systems are located within the IDRC LAN in Ottawa and would require secure entry points from a cloud solution.

Technical

Network: There are five IDRC offices spread across four continents connected by VPN's in a mesh topology across the Internet. Regional office network performance may be particularly constrained. The system should be setup to be as efficient as possible in this environment.

Common Login: Microsoft Active Directory authentication services should be utilized to provide "single sign on" capability across multiple IDRC systems. All offices, including regional locations, have a local domain controller and 24/7 network connectivity for on premise access and for external authentication an ADFS system is in place in Ottawa.

Upgrades: Any "configuration", 3rd party extensions or coding, or other integrations should be minimized or follow Microsoft guidelines in order to mitigate dependencies and ease future application upgrades.

Some mobile access is required. This would be for information searching or retrieval and for automated approval processes.

Responsive Test & Production Environments: Multiple instances of the system should be available to support both Test (development and/or user acceptance) and Production environments with clear and effective processes for application releases and importing of representative test data.

Miscellaneous

Multilanguage UI: The application natively or extended must provide a selectable User Interface (UI) in English and French, including menus and help text to the extent possible. In the future it may be of interest to make other languages available.

Multilingual Data: Several data elements should allow for multilingual content. For example, Project Titles and Abstracts and Lookup codes (popup lists). This should offer a default language value and be easily expanded to additional languages in the future.

Geo-coding: IDRC research is focussed and managed across geographies which are part of the data captured in order to provide effective reporting on impact and recipient locations and management offices. This is used in "open data" publishing such as International Aid Transparency Initiative (IATI).

2.4.2 Implementation Requirements

The selected Successful Proponent will be required to perform the following activities:

1. **Gap Analysis**
2. **Solution Design and Preparation**
3. **Configuration, Testing, and Implementation**
4. **Initial Data Migration**
5. **Data Security**
6. **Project Management**
7. **Training and Communication**
8. **Transition and Post Implementation Support**
9. **System Documentation**
10. **Service Level Agreement**
11. **Resource Requirements**

The specific activity descriptions are detailed below.

1. GAP Analysis

The Successful Proponent will assess IDRC's current business processes and the native capabilities of Dynamics NAV to develop an optimal approach to implementing best practices through appropriate NAV configuration while minimizing the need for customization.

2. Solution Design and Preparation

General Considerations

a) The Successful Proponent will be responsible for providing knowledge transfer to IDRC's resources. The Successful Proponent shall propose a plan that clearly demonstrates how these users will be trained throughout the project, not just at the end. It is expected that at least one resource from the Successful Proponent's project team will be involved through every phase (e.g. configure, test and support) to ensure IDRC's resources are fully trained by project completion. The intent of the knowledge transfer is to enable IDRC employees to fully use, maintain and support the new functionality.

b) The Successful Proponent will provide advice and guidance on innovative approaches to meet IDRC's requirements.

c) As an early deliverable in the implementation, the Successful Proponent will conduct a forward looking evaluation of an on-premises versus "cloud" approach for the Dynamics NAV implementation.

d) The Successful Proponent would provide system specifications for the chosen implementation environment. On-premises would be based on VMware and IDRC would provide the hardware. Either on-premises or Cloud (if that were to be pursued) would include specifications for CPU, memory, disk capacity and IOPS, network bandwidth and latency, and security considerations (such as IP restrictions and encrypted connections). The number of environments would also be indicated, such as development, acceptance testing, training, and production. Single sign-on and integration with IDRC's Active Directory directly or via ADFS or similar mechanism is a requirement.

3. Configuration, Testing, and Implementation

a) The Successful Proponent is expected to configure and test a fully functional end solution that integrates seamlessly with the CRM. This requires the Successful Proponent to develop the full implementation strategy.

b) The Successful Proponent shall develop and follow a testing and implementation schedule that rolls-out the solutions in a logical sequence, takes into consideration organization change impacts and which is approved in writing by IDRC.

c) The Successful Proponent shall be responsible for user acceptance testing strategies in collaboration with the IDRC project team.

d) The Successful Proponent shall be responsible for coordinating and managing all aspects of the system and user acceptance tests.

e) IDRC employees shall conduct the user acceptance tests based on the plans and scripts developed by IDRC and the Successful Proponent.

f) IDRC'S Project Authority is responsible for the ultimate acceptance of the solution.

g) The Successful Proponent shall maintain a test record log, which includes test results and actions taken to resolve issues.

h) Throughout the engagement the Successful Proponent shall be required to work with IDRC to modify, develop and document business processes, procedures and system documentation that will be used to train IDRC end-users and the IDRC resources responsible for supporting the solution.

4. Initial Data Migration

4.1 Data Migration / Conversion

a) The Successful Proponent shall be responsible for gathering the information about the current software and hardware aspects and define the most efficient way for migration in order to map IDRC data with their system.

b) The integrity of the data will be the responsibility of IDRC who will decide what data will be migrated. Data to be migrated will be limited to opening balances in the chart of the accounts and some reference information.

c) IDRC expects that the Successful Proponent will provide a list of data requirements and mechanism to capture the required data elements.

d) IDRC will work with the Successful Proponent to populate the data using the tools and methods proposed.

e) When the data is prepared, IDRC will hand it off to the Successful Proponent for import.

f) The Successful Proponent will be responsible for the final post-migration report confirming the data was migrated successfully into the new system and confirm the quality and integrity of the data was not affected.

5. Data Security

a) IDRC's type of data is Protected B which means the data must be kept confidential and not be provided outside the Successful Proponent's organization without IDRC's written agreement.

b) After the data migration is completed, all temporary data must be disposed of in a secure manner and a certificate provided to IDRC attesting to the disposal.

c) Only necessary Successful Proponent staff with appropriate security clearances (Reliability status) have access to IDRC data.

6. Project Management

Successful Proponents are to submit a complete proven system implementation plan. It is the intent of IDRC have a functional financial system to go live on April 1, 2016, fully integrated with the CRM. The project plan is to provide sufficient information on how the Successful Proponent can accomplish successful delivery within IDRC time-frame.

The Legacy System must continue to function at normal capacity during system transition with no impact to IDRC staff. The Successful Proponent must clearly describe any IDRC dependencies for system installation and deployment. The Successful Proponent's primary Project Manager

must be able to communicate fluently in English and it would be of benefit to have one team member with a working knowledge of conversational French.

a) The Successful Proponent shall be required to provide qualified and experienced resources to manage the end-to-end implementation. The Successful Proponent's project management team will work directly with the IDRC Project Authority.

b) The Successful Proponent shall be required to conduct the following project management activities at a minimum:

i. Develop overall implementation approach and align project management tools using Agile methodology with IDRC's Project Authority.
ii. Perform gap/fit analysis as the first deliverable.
iii. Conduct a forward looking evaluation of an on-premises versus "cloud" approach for the Dynamics NAV implementation as an overall planning objective within the context of the entire ERP replacement initiative.
iv. Develop a detailed project plan with specific deliverables and timelines which must be accepted in writing by the IDRC Project Authority and that can be monitored and tracked by the IDRC Project Authority.
v. Engage in effective cooperation to achieve integration with sister GPM (CRM) application.
vi. Provide bi-weekly project status reports to the IDRC Project Authority.
vii. Monitor and track issues, risks, and change requests.
viii. Ensure delivery of functional and technical requirements.
ix. Provide a single point of contact to IDRC's Project Authority.
x. Propose key milestones. These proposed key milestones will need to be accepted by the Project Authority.

7. Training and Communication

a) The Successful Proponent shall provide "train the trainer" training to super-users, who will be able to deliver classroom training and respond to questions from the end-users. Ideally spoken communication would be available in both English and French.

b) To provide this level of training the Successful Proponent is expected to:

i. Define a training plan and schedule for all stakeholders groups; and
ii. Deliver training to a set of super-users/trainers for each project; and
iii. Deliver initial training in Ottawa to all the end-users.

c) The training plan must clearly demonstrate how audiences will obtain the necessary training to be fully functional with the new solution. The training plan must include a training pilot to assess the training to be provided. A schedule that is approved in writing by the Project Authority must accompany the plan and must show the completion of all training prior to the go-live date.

d) The Successful Proponent shall be responsible for developing all training documentation. IDRC will work with the Successful Proponent during implementation to finalize the training strategy.

e) The training materials are expected to be produced in a format that can be accessed by all IDRC employees and can be run and printed on the standard IDRC desktop configuration. The training materials are to be provided in English and if available in French also. Ideally this will be editable to allow for future process changes. Online Help, training materials and videos shall be available and editable by IDRC to accommodate future system and process changes.

f) The Successful Proponent will provide necessary and relevant employee communication material supporting Change Management.

g) The Successful Proponent will also prepare questions and answers for frequently asked questions (FAQs), based on their previous implementation experiences in similar organizations.

8. ***Transition and Post-Implementation Support***

a) The Successful Proponent will be responsible for thoroughly documenting all complex implementation points, issues and workarounds. This includes an inventory of key reports supporting processes and any necessary training required for IDRC IT resources.

b) The Successful Proponent will be responsible for transitioning the IDRC staff to fully take over ERP maintenance and support with training and documentation.

c) The Successful Proponent is expected to demonstrate to the satisfaction of IDRC that the solution has been properly implemented and is fully functional when implementation is completed.

d) The Successful Proponent will be responsible for meeting with the IDRC project team for a post-implementation review, including review of outstanding issues, actions and/or requirements.

e) The Successful Proponent is expected to resolve any outstanding issues, problems, or work orders no later than 60 days after go-live.

9. System Documentation

All appropriate system documentation must be provided to the Centre. System documentation must be available in English and optionally available in French as well. In addition, all software required to operate the Solution must be supplied to the Centre with complete documentation and accompanying software-operating licenses.

Types of system documentation to be provided include at minimum:

- System Maintenance (Hardware and Software);
- System Installation (as built).

10. Service Level Agreement

The Successful Proponents is to propose service level agreements for on-site support of the Solution in the event of system failure. The Service Level Agreement must include at least:

- Level of service and support;
- Support options;
- Guaranteed level of system performance as it relates to uptime or downtime;
- Software warranty;
- Hours of support;
- Contact Information and escalation path;
- Detailed indication of support provisions and possible licensing implications associated with any 3rd party add-ons/plug-ins that may be incorporated into the solution

11. Resource Requirements

It is expected that the Successful Proponent will provide a team of qualified resources to meet the requirements and the timelines of this project.

2.4.3 Project Facts and Assumptions

As described in Section 1.2, IDRC has issued a separate solicitation for the configuration and implementation of MS Dynamics CRM (RFP # 15160008) for its Grant and Project Management system. While the implementation for the new GPM system and the new ERP System will be treated as two separate projects there are dependencies that the Successful Proponent should consider. IDRC expects the following timeline for both projects:

Activity	Date
NAV and CRM System Implementation Starts	Five working days after signature of contract
Meet with CRM contractor for launch meetings with IDRC Project Team members	September 2015
"Go Live" both systems	April 1, 2016

2.4.3.1 Modifications and Additional Phases of Work

Notwithstanding any Contract award based on the requirements and specifications set out herein, IDRC may add to the resulting Contract, additional goods and services, including, but not limited to, future features, amendments, modifications, and related products and services as it may require and on such terms as the parties may agree upon.

2.5 IDRC RESPONSIBILITES, SUPPORT, AND REPRESENTATIVES

IDRC will identify a **Project Authority** to whom the Successful Proponent will report during the period of a resulting Contract. The Project Authority will be responsible for coordinating the overall delivery of service, providing as required direction and guidance to the Successful Proponent, monitoring Successful Proponent performance and accepting and approving Successful Proponent deliverables on behalf of IDRC. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Project Authority, as submitted, the Project Authority shall have the right to reject it or require its correction at the sole expense of the Successful Proponent before recommending payment.

The Project Authority will ensure that appropriate subject matter experts from within IDRC are available to the Successful Proponent to discuss and provide content material as required.

IDRC will identify a **Contracting Authority**, who will oversee a resulting Contract throughout its lifecycle, in conjunction with the Project Authority and the Successful Proponent, create amendments for any changes to a resulting Contract, answer questions on terms and conditions, and manage the receipt and payment of invoices.

2.6 LOCATION OF WORK AND TRAVEL

The Successful Proponent may be required to participate in meetings with IDRC in Ottawa either by videoconference, teleconference or in person. For onsite work, IDRC will provide the necessary workstation and access to conduct all work. All travel costs and living expenses are the responsibility of the Successful Proponent.

2.7 LANGUAGE OF WORK

IDRC is under an obligation to respect the spirit and letter of the Official Languages Act.

The Project Team must be able to communicate fluently in English and would be considered an asset to have a working knowledge of conversational French. All documentation must be produced in English and if available in French.

SECTION 3 – PROPOSAL EVALUATION

This section describes the process that IDRC will use to evaluate Proposals and select a Successful Proponent.

3.1 EVALUATION COMMUNICATION

During Proposal evaluations, IDRC reserves the right to contact or meet with any individual Proponent in order to obtain clarification of its submission or to gain insight into the quality and scope of relevant services. Proponents will not be allowed to add, change or delete any information during the process. IDRC is in no way obligated to meet with any or all Proponents for this purpose.

3.2 EVALUATION METHODOLOGY

The following methodology will be used to evaluate Proposals:

3.2.1 Mandatory Requirements

Each Proposal will first be examined to determine compliance with each **mandatory** requirement identified in this RFP. A mandatory requirement is a minimum standard that a proposal must meet in order to be considered for further evaluation. Mandatory is defined as having substantial compliance as assessed by IDRC in its sole and absolute discretion.

A **Mandatory Requirements Checklist**, which summarizes the mandatory requirements set out in the RFP to assist in ensuring Proponents comply with all mandatory criteria, is located at Annex **A**.

Important Note: Proposals which fail, in the sole discretion of IDRC, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process.

3.2.2 Rated Requirements

Responses that have met all the mandatory requirements will then proceed to the **rated** requirements evaluation. **Rated** requirements will be evaluated according to the degree to which they meet or exceed IDRC's requirements.

A **Rated Requirements Checklist,** which summarizes the rated requirements highlighted in Statement of Work, is located at Annex **B**.

3.2.3 Financials

Financial Proposals will be scored based on a relative pricing formula. Each Proponent will receive a percentage of the total possible points arrived at by dividing that Proponent's total price by the lowest submitted total price. For example, if the lowest total price is $120.00, that Proponent receives 100% of the possible points (120/120 = 100%), a Proponent who submits $150.00 receives 80% of the possible points (120/150 = 80%), and a Proponent who submits $240.00 receives 50% of the possible points (120/240 = 50%).

3.2.4 Presentations/Shortlist

From the compliant proposals, IDRC may elect to shortlist a maximum of three (3) Proponents based on the highest scores for the rated requirements and financials.

Shortlisted Proponents may be asked to prepare a presentation, provide a demonstration of its hosted application, or provide additional information prior to the final selection. IDRC reserves the right to supply more information to those Proponents who are shortlisted.

3.2.5. Final Score

Total points will be calculated and IDRC may select the Lead Proposal or Proposals achieving the highest total points, subject to IDRC's reserved rights.

3.3 EVALUATION TABLE

IDRC will evaluate Proponent's proposals based on the following:

Section	Requirement	Weighting
Throughout the RFP and Annex **A**	Mandatory Requirements *(If Pass, proceed with evaluation process)*	Pass or Fail

Section	Requirement	Weighting
Technical: Annex **B**	Corporate Experience	5
"	Experience of Project Team	10
"	Understanding of the Requirements	15
"	Implementation Plan and Approach	30
"	Approach to Business Requirements	10
	Total Technical Bid	**70% (70% pass)**
Financial: Annex **C**	**Total pricing, exclusive of taxes**	**30%**
	Total %	**100**

3.4 PROPONENT FINANCIAL CAPACITY

IDRC reserves the right to conduct an assessment of the Proponent's financial capacity. IDRC may request that the Successful Proponent provide proof of financial stability via bank references, financial statements, or other similar evidence. The Successful Proponent must provide this information upon 72 hours of IDRC's request. Failure to comply may result in disqualification.

3.5 SUCCESSFUL PROPONENT SELECTION

As noted in section **5.8**, acceptance of a proposal does not oblige IDRC to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of IDRC to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Successful Proponent's proposal, IDRC will enter into discussions with the Lead Successful Proponent for the purpose of finalizing the Contract. In the event no satisfactory Contract can be negotiated between the Successful Proponent and IDRC, IDRC may terminate negotiations. In such event, if IDRC feels that the Proponent with the second highest score

may meet the requirements, IDRC will continue the process with the secondary Successful Proponent, and so on.

Announcement of the Successful Proponent will be made to all Proponents who have provided a submission *via email* from the Contracting Authority following the signing of a Contract

SECTION 4 – PROPOSAL FORMAT

Proposal responses should be organized and submitted in accordance with the instructions in this section.

4.1 GENERAL

Proposals should be in 8 1/2" x 11" (letter) format, with each page numbered. Elaborate or unnecessary voluminous proposals are not desired. The font used should be easy to read and generally be no smaller than 11 points (smaller font can be used for short footnotes).

4.2 ORGANIZATION OF RESPONSES

Responses should be organized as follows, where the sections that follow provide more details:

see RFP Section for full details	File	Contents
4.3	1.0	Cover Letter
4.4	1.0	Technical Proposal
4.5	2.0	Financial Proposal

4.3 COVER LETTER

A one (1) page covering letter on the Proponent's letterhead should be submitted and should include the following:

a. A reference to the RFP number and RFP title.
b. The primary contact person with respect to this RFP: the individual's name, address, phone number and email address.
c. A statement confirming the validity of the proposal (refer to section **5.4**).
d. A statement confirming the Proponent does not have a conflict of interest with this RFP, real or perceived (refer to section **5.7**).
e. The letter **signed** by person(s) duly authorized to sign on behalf of the Proponent and bind the Proponent to statements made in response to the RFP.

4.4 TECHNICAL PROPOSAL

4.4.1 Table of Contents

The Proponent should include a table of contents that contains page numbers for easy reference by the evaluation committee.

4.4.2 Response to the Statement of Work

The Proponent **must** provide detailed information relative to each requirement listed in the Statement of Work, for both Mandatory and Rated Requirements, and clearly outline the work that the Proponent proposes to undertake for the provision of these services to IDRC.

When responding, the Proponent **must** complete the response grids found in **Annex A- Mandatory Requirements Checklist** and **Annex B- Rated Requirement Checklist**. (A MS Word version is available upon request to the Contracting Authority listed on the cover page of this document.)

Except where specifically noted in the evaluation criteria, the Proponent must base all responses on an on premise solution.

4.5 FINANCIAL PROPOSAL

4.5.1 General

The Proponent should provide a *separate* response relative to the pricing of its proposed solution (reference section **5.3.2**).

4.5.2 Pricing Requirements

The Proponent **must** provide pricing for all of its proposed Services. When responding, the Proponent must complete the response grid in **Annex C-Pricing Requirements Checklist**. A MS Word version is available upon request to the contract Authority listed on cover page of this document)

The Proponent must provide pricing based on an on premise solution. Only on premise pricing will be evaluated as the Proponents bid price.

4.5.3 Mathematical Errors

If there are errors in the mathematical extension of unit price items, the unit prices prevail and the unit price extension is adjusted accordingly.

If there are errors in the addition of lump sum prices or unit price extensions, the total is corrected, and the correct amount reflected in the total price.

Any Proponent affected by mathematical errors shall be notified by IDRC and be given the corrected prices.

All other conditions regarding pricing are found in Annex **C**.

SECTION 5 – CONDITIONS

The purpose of this section is to inform the Proponent about IDRC's procedures and rules pertaining to the RFP process.

5.1 ENQUIRIES

All matters pertaining to this RFP are to be referred exclusively to the **Contracting Authority** named on page 1.

No verbal enquiries or verbal requests for clarifications will be accepted.

Proponents should, as much as feasible, aggregate enquiries and requests for clarifications and shall submit them **in writing via email** to the **Contracting Authority** by Sunday, June 21, 2015, at 11:59 p.m. EDT in order to receive a response prior to the close date. When submitting, Proponents *email subject line* should cite **"RFP #15160007, Licensing and Implementation of Microsoft Dynamics NAV Financial ERP System.**

The Contracting Authority will provide **all answers to significant enquiries** received on without revealing the sources of the enquiries.

In the event that it becomes necessary to revise any part of the RFP as a result of any enquiry or for any other reason, **an Amendment** to this RFP will be issued.

5.2 SUBMISSION DEADLINE

IDRC will only accept proposals up the close date and time indicated on the cover page.

Important note: Late proposals will not be accepted. No adjustments to proposals will be considered after the close date and time.

5.3 PROPOSAL SUBMISSION INSTRUCTIONS

Proposals should be submitted in accordance with the instructions in this section.

5.3.1 Method of Sending

Proposal submission is electronic, via **email**, in **Microsoft Word** or in **PDF** format to the **Contracting Authority** named on page 1. When submitting, Proponents *email subject line* should cite **"For Submission - RFP # 15160007, Licensing and Implementation of Microsoft Dynamics NAV Financial ERP System.**

Important Note: Email messages with large attachments can be slowed down in servers between the Proponent's email and the Contracting Authority's email inbox. It is the Proponent's responsibility to ensure that large emails are sent sufficiently in advance to be at IDRC by the close date and time. Proponents should use electronic receipt confirmation and or contact the Contracting Authority to confirm receipt.

Important Note: The maximum size of an email that IDRC can receive is **10MB**. If necessary, Proponents can send multiple emails.

5.3.2 Number of Copies
Electronic submission should consist of **two (2) files**: one (1) for the cover letter and technical proposal, and one (1) for the financial proposal.

5.3.3 Changes to Submission
Changes to the submitted proposal can be made, if required, provided they are received as an Addendum (or an Amendment) to, or clarification of, previously submitted proposal, or as a complete new proposal to cancel and supersede the earlier proposal. The addendum, clarification, or new proposal should be submitted as per the delivery instructions outlined above, be clearly marked "REVISION", and must be received no later than the submission deadline. In addition, the revised proposal should include a description of the degree to which the contents are in substitution for the earlier proposal.

5.3.4 Multiple Proposals
Under RFP 5160007, IDRC will accept only one (1) proposal per Proponent.

5.4 VALIDITY OF PROPOSAL
Proposals must remain open for acceptance for **one hundred twenty (120) days** after the close date.

5.5 PROPONENTS COSTS
All costs and expenses incurred by a Proponent in any way related to the Proponent's response to the RFP, including but not limited to any clarifications, interviews, presentations, subsequent proposals, review, selection or delays related thereto or occurring during the RFP process, are the sole responsibility of the Proponent and will not be chargeable in any way to IDRC.

5.6 GOVERNING LAWS
This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.

5.7 CONFLICT OF INTEREST
In submitting a Proposal, the Proponent must avoid any real, apparent or potential conflict of interest and will declare to IDRC any such conflict of interest.

In the event that any real, apparent, or potential conflict of interest cannot be resolved to the satisfaction of IDRC, IDRC will have the right to immediately reject the Proponent from consideration and, if applicable, terminate any Contract entered into pursuant to this RFP.

5.8 RIGHTS OF IDRC
IDRC does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. IDRC reserves the right to accept any proposal(s) in whole or in part, or to discuss with any Proponents, different or additional terms to those envisioned in this RFP or in such a Proponent's proposal.

After selection of preferred proposal(s), if any, IDRC has the right to negotiate with the preferred Proponent(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other Proponents.

Without limiting the foregoing, IDRC reserves the right to:

a. seek clarification or verify any or all information provided by the Proponent with respect to this RFP, including, if applicable to this RFP, contacting the named reference contacts;
b. modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all Proponents;
c. reject or accept any or all proposals, in whole or in part, without prior negotiation;
d. reject any proposal based on real or potential conflict of interest;
e. if only one proposal is received, elect to accept or reject it;
f. in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;
g. negotiate resulting Contract terms and conditions;
h. cancel and/or re-issue the RFP at any time, without any liability whatsoever to any Proponent;
i. award all or any part of the work to one or more Proponents based on quality, services, and price and any other selection criteria indicated herein; and
j. retain all proposals submitted in response to this RFP.

ANNEX A – Mandatory Requirements Checklist

As stated in **Section 3.2.1 Mandatory Requirements**, to qualify as an eligible Proponent, you must meet all the following requirements.

As stated in in **Section 4.4.2 Response to the Statement of Work,** the Proponent **must provide detailed information relative to each requirement**.

All references to bilingual refer to English and French.

All fee implications related to the responses must be identified in the financial proposal.

A MS Word version is available upon request to the contract Authority listed on cover page of this document

	Mandatory Requirement	Yes √	Response
	Company and Proposed Resources Information		
A1.	**Company Background** Provides the following company information and qualifications: • Name of firm. • Brief history of your company, including year founded, corporate structure, head office, main locations, and affiliated companies and their relationships. • Indicate the number of clients that you have provided similar services to those listed in this RFP. • Indicate the number of Canadian public sector (Federal, including Crown Corporations and Agencies) clients you have. • Silver or Gold Level of Microsoft certification	☐	
A2.	**Client References for Projects** Provides three (3) client references for similar projects in size and complexity that were implemented in Canada within the last five (5) years where reference information shall include:	☐	

	Mandatory Requirement	Yes √	Response
	• Client name, telephone number, and email address. • A brief description of the project.		
A3.	**Client References for Project Resources** The Proponent's response should demonstrate the quality and level of expertise of its proposed team by providing the following: • Two (2) client references for each proposed project resource for whom **similar services** have been done **within the past two (2) years** from the RFP closing date. This shall include: company name, client contact name, contact title, contact telephone number, email address, services period, and brief description of services provided. *IDRC reserves the right to contact these references. IDRC cannot be used as a reference towards this RFP.	☐	
A4.	**Physical Architecture document** Provide an architectural plan clearly outlining: • Software required for the execution of the solution (ex: Server OS, DB software, etc.), • Server specification (memory, CPU), • Disk space requirement, • Special security requirements (ex: local firewall rules, certificate requirements) • Describe audit trail / logging features that capture evidence of authorized and unauthorized program changes to the operating system and database		
A5.	**Project Plan** Provides a High-Level Project Plan with key milestones in accordance with section **2.4.3 Project Facts and Assumptions**	☐	

	Mandatory Requirement	Yes √	Response
	and dependencies to meet April 1, 2016 go-live date including integration with the CRM.		
A6.	**IT Security** Provides the following IT security control documentation to confirm the IT security control capacity of the Proponent is satisfactory to IDRC: • Documentation or certification confirming how the Proponent has implemented security controls specified in one (1) of the following security guidelines: ISO 27001, ITSG-33 or equivalent for a Protected B, Medium, Medium (PBMM) environment. Include details on how the Proponent will advise IDRC of any changes. • Assurances that the Proponent will inform IDRC in writing, in a reasonable timeframe (and confirm your standard timeframe) of security incidents that could affect IDRC data (i.e. compromised, lost or stolen data, software bug, etc.). A recent (within the last 2 years) a threat and risk assessment (TRA) or certification indicating a TRA has been conducted by a third party on the technology/infrastructure. The TRA or certification must indicate the overall threat and risk status.	☐	
A7.	**Privacy** Provides copies of Privacy Policy (ies) that addresses all requirements as it relates to the protection of personal information as required in the Statement of Work.	☐	
A8.	**Reliability Status** Confirms for Proponent's employees that Reliability security status clearances are obtained for access to client data that includes sensitive personal information.	☐	
A9.	**Data Access** Provides a description of the processes in place to ensure that only Proponent's employees with a legitimate business purpose and	☐	

	Mandatory Requirement	Yes √	Response
	clearance (Reliability status) will have access to IDRC data and how these processes are enforced.		
A10.	**Confidentiality** Confirms complete confidentiality of all IDRC data entrusted to it by IDRC, including the protection of personal information. Describes methodology for ensuring the accuracy of personal information, and safeguards against the unintentional disclosure and exposure of IDRC personal information.	☐	
A11.	**Personal Information** Confirms that processes and procedures exist to prevent the unintentional exposure of IDRC personal information.	☐	
A12.	**Data** Confirms adherence to the requirement that all IDRC data will at all times remain the property of IDRC. Provides, on a minimum quarterly basis, a copy of all IDRC data in an agreed upon format.		
A13.	**Migration** Provides ability to migrate IDRC data to the new solution.	☐	
A14.	**Testing** Provides a highly functional, secure testing environment/database, both pre and post implementation.	☐	
A15.	**Quality Control** Maintains in place adequate quality control procedures to ensure reliability of information and results.	☐	

ANNEX B – Rated Requirements Checklist

As stated in **Section 3.2.2 Rated Requirements**, the following requirements will be evaluated according to the degree to which they meet or exceed IDRC's requirements.

As stated in **Section 4.4.2 Response to the Statement of Work**, the Proponent **must provide detailed information relative to each requirement.**

All references to bilingual refer to English and French.

All fee implications related to the responses must be identified in the financial proposal. In order to obtain technical points for their bid submission, Proponents must respond to the corresponding rated requirement by providing a description explaining, demonstrating, substantiating, or justifying their capability or approach to meet the requirement. Proponents' responses should be relevant, thorough, clear, and concise.

Proponents must respond based on an on premise solution.

Proponents' responses to the rated requirements will be evaluated and scored in accordance with the evaluation grid. Only bids that obtain the minimum pass mark of 70% will be considered responsive. In addition to any other obligations contained in the resulting contract, the Proponent has been awarded technical points and will be contractually obligated to provide all services described in any of its responses to this Annex, in accordance with and at the prices contained in the Proponent's Financial Proposal. Proponents that fail to obtain the required minimum number of points specified will be declared non-responsive. Each point rated technical criterion should be addressed separately.

A MS Word version is available upon request to the contract Authority listed on cover page of this document

Evaluation Ruler

The evaluation ruler will be used to evaluate the Proponent's response for all rated requirements unless otherwise detailed in the table.

The evaluation ruler will be applied based on the extent to which the Proponent's response corresponds to each requirement and the extent to which the Proponent applies the global depth factors within their response. Each of the global depth factors is given **equal consideration** in determining the overall rating.

Responses should identify any assumptions and/or constraints, and identify if the requirement is met with native NAV capability, add-on or customization, as appropriate. When customization work is required, an estimate of time and cost must be provided.

Global Depth Factors:

- Response demonstrates a clear understanding of the desired outcomes of the requirement, and knowledge of the required criteria/criterion;

- Response explains the complexity of the proposed solution and demonstrates ability to effectively meet the required criteria/criterion, substantiated by a detailed approach and/or supporting experience related to the requirement;
- Response considers the desire to have an innovative solution that provides value for money;
- Response is based on the application of business and management best practices; and
- Response demonstrates risk avoidance, mitigation, and/or demonstrates how risk is not introduced.

EVALUATION RULER	
0	No information or the information provided demonstrates that the solution **does not meet the requirement**. Proponent receives 0% of the available points for this element.
20%	The information provided demonstrates a **minimal understanding** of the requirement and most of the depth factors are not addressed or have significant weaknesses. Proponent receives 20% of the available points for this element.
55%	The information provided demonstrates **an understanding** of the requirement and there are weaknesses in how some of the depth factors are addressed. Proponent receives 55% of the available points for this element.
70%	The information provided demonstrates a **very good understanding** of the requirement and most of the depth factors are addressed very well. Proponent receives 70% of the available points for this element.
100%	The information provided demonstrates an **exceptional understanding** of the requirement and all of the depth factors are addressed extremely well. Proponent receives 100% of the available points for this element.

	Rated Requirement	Response
	Corporate Experience – Weighting 5%	
B1.	**Similar Project Experience with Microsoft Dynamics NAV** Provide a description of at least 3 projects similar size and complexity where the Proponent has configured and implemented Microsoft Dynamics NAV to 100-300 active users over multi country platform. The referenced projects should be in use in a production environment, for at least one year prior to the bid solicitation closing date.	

	Rated Requirement	Response
	In its rating, IDRC will consider the number of projects referenced and similar to the needs and size of the IDRC. **Scores will be awarded as follows:** **0-1 references = 0%** **2 references = 1.5%** **3 references = 2 %** **> 3 references = 2.5%** **Maximum Points: 2.5%**	
B2.	**Experience in providing NAV implementation, deployment, and services** This criterion will evaluate the number of consecutive years of relevant experience, up to the date of bid closing, the Proponent has in providing Microsoft Dynamics NAV deployment, implementation and services. The Proponent should specify the number of consecutive years they have provided ERP deployment, implementation and services, and should provide the following information: a) A client history for the consecutive years of experience specified. This can be more than one client, but the years of experience must be consecutive. b) The start and end dates for the provision of services for each client cited. Proponents demonstrating at least 5 consecutive years of relevant experience will receive the maximum available points. **Scores will be awarded as follows:** **< 2 years = 0%**	

	Rated Requirement	Response
	3- 4 years =1.5% **> 5 years = 2.5%** **Maximum Points: 2.5%**	
	Experience of Project Team – Weighting 10%	
B3	**Details of the Project Manager** The proponent should provide the details of the project manager they are proposing to be a part of the implementation, deployment, and services: Provides Curriculum Vitae for the Project Manager and must clearly outline the number of years of relevant experience in managing ERP solution implementation projects, similar in both scope and functionality to the project described in the scope. **Scores will be awarded based on the relevance of the qualifications detailed in the Curriculum Vitae. The Evaluation Ruler will be applied.** **Maximum Points: 5%**	
B4	**Details of the Project Team** The proponent should provide the details of the project team they are proposing to be a part of the implementation, deployment, and services: Provides Curriculum Vitae for each of the proposed implementation team resources. **Scores will be awarded based on the relevance of the qualifications detailed in each Curriculum Vitae. The Evaluation Ruler will be applied.** **Maximum Points: 5%**	

	Rated Requirement	Response
	Understanding the Requirements – Weighting 15%	
B5.	**Understanding Scope** Describe your high level understanding of the scope of the project and how you might propose leveraging the native capabilities of MS Dynamics NAV to innovate IDRC's processes. **Score will be awarded using the Evaluation Ruler.** **Maximum Points: 5%**	
B6.	**Best Value** Describe your ability to offer a solution that provides the best value to IDRC (i.e. a portal/workflow solution). **Score will be awarded using the Evaluation Ruler.** **Maximum Points: 5%**	
B7.	**System Integration** While Dynamics NAV will provide the basis for IDRC's Financial information a sister application based on Dynamics CRM will be configured to serve IDRC's primary business of Grants and Project Management (GPM). These two applications should be closely integrated. a) Describe an approach to identifying key integration points and opportunities for transparent access or effective data synchronization. b) Indicate how the proponent would work with another team to achieve effective integration. **Score will be awarded using the Evaluation Ruler.** **Maximum Points: 5%**	

	Rated Requirement	Response
	Implementation Plan and Approach – Weighting 30%	
B8.	**On premise vs. Cloud Based Approach** Indicate experience implementing an on premise solution, cloud solution or hybrid solution (Infrastructure as a Service, Software as a Service) for MS-Dynamics NAV including implications for ongoing maintenance and support. Describe the approach that would be taken to support a preferred method and why you may recommend one method versus another. Score will be awarded using the Evaluation Ruler. **Maximum Points: 5%**	
B9.	**Project Plan** Provide a project plan for on premise implementation highlighting the approach that the Proponent would take in performing the end-to-end implementation using Agile methodology. The response should consider the timelines and requirements listed in the RFP, and specifically functional priority modules and requirements listed in section 2.4.1. The Proponents response should include as applicable: a) A proposal for a project team structure, detailing required roles and time requirements for both the Proponent's resources and the IDRC resources. b) Approach to a fit/gap analysis c) Installation and initial setup of software applications d) Systems environment setup, for development/testing and production, and how IDRC project staff would be able to access it	

	Rated Requirement	Response
	e) Determination and initial configuration of key reference data and security assignments f) Approach to initial data population g) Workflow design and configuration h) Design and development of reports i) Approach to risk and issue management and testing j) Approach and timelines to go-live cutover and early life support (ELS) k) Post go-live support. This is specific to the period after go-live and does not include long-term support and maintenance plans. Score will be awarded using the Evaluation Ruler. **Maximum Points: 20%**	
B10.	**Training** Describe your approach to **training** : a) Confirm training can be delivered in French and English. b) Provide a training plan and schedule for all stakeholder groups. c) Provide a sample of your training material. d) Describe the 'train the trainer' training and how it prepares super-users to respond to questions from the end-users. e) Provide a brief overview of the training for all categories of users (i.e. key system administrators, employees and managers). f) Confirm that all training documentation will be provided in English and if available in French, in an editable format (i.e. MS Word, PowerPoint) and/or online and will include: I. General reference material (i.e. system administrator and user guides, etc.); II. How to/quick steps;	

	Rated Requirement	Response
	III. Frequently Asked Questions (FAQ), and Classroom training material which includes: presenter slides and supporting narrative, handouts, scripts to follow for delivering online demonstrations, and training environments for examples and exercises. Score will be awarded using the Evaluation Ruler. **Maximum Points: 2.5%**	
B11.	**Communication and Change Management** While IDRC has a dedicated Communications and Change Management resource, describe a recommended communication and engagement strategy that would touch on key milestones and techniques, such as: a) Overall timelines and themes b) Timing for Updates and News c) Post-implementation continuation of end-user engagement d) And other advisable Score will be awarded using the Evaluation Ruler. **Maximum Points: 2.5%**	
	Business Requirements – Weighting: 10%	
B12	**Business Analytical Skills of the team** Describe your methods used to gather and document detailed requirements, and apply these requirements to the design of the software configuration, integration of the business rules, workflow, user interfaces and reports. Specifically: a) Assessing IDRC's current processes. b) Refining and recommending process changes to facilitate configuration. c) Reducing or eliminating the need for customization.	

	Rated Requirement	Response
	Score will be awarded using the Evaluation Ruler. **Maximum Points: 10%**	

ANNEX C – Pricing Requirements Checklist

Continuing from **Section 4.5.2 Pricing Requirements**, the following must be addressed in the Proponent's financial proposal.

IDRC is interested in discussing performance bonuses with the Successful Proponent. A MS Word version is available upon request to the contract Authority listed on cover page of this document.

C1. BASIS OF PAYMENT

1.1 All prices are to be quoted in Canadian dollars (CAD) and be exclusive of the Goods and services Tax (GST) or Harmonized Sales Tax (HST). The GST or HST, whichever is applicable, shall be extra to the prices quoted by the Proponent and will be paid by IDRC.

1.2. Firm Ceiling License, Maintenance and Support Costs
1.2.1 Implementation: The Proponent is to provide pricing based on a time and materials basis for the Implementation Plan.

1.2.2 *Maintenance* Costs: The Proponent is to provide firm all-inclusive rates based on a three (3) year initial contract term.

1.2.3 The firm all-inclusive rates and/or prices shall include all labor, materials, photocopies, telephone charges, overhead, profit, travel, and all other costs associated with providing the Services outlined in the Statement of Work.

1.2.4 Any Proponent who is a non-resident of Canada for tax purposes shall clearly state this fact in its financial proposal; otherwise, the Proponent will be deemed to have represented and warranted that it is a resident of Canada for tax purposes.

1.2.5 IDRC may exercise its option to add additional users, at any time during the contract period or option period.

1.2.6 Proponent's prices in Table C2.1 include the supply and delivery of the Licensed Software, User Licenses, including Warranty and Documentation, and as required to meet the functional requirements detailed in the Statement of Work.

1.2.7 The Proponent's price in Table C2.3 must be inclusive of all software costs.

1.2.8 The Proponent's price must be based on an on premise solution.

1.2.9 The Proponent's price must accurately reflect the assumptions in their proposed project plan and the resources included in the technical bid.

1.2.10 Proponent's price must be based on the priority modules outlined in the Statement of Work.

C2. TOTAL PROPOSAL PRICE - DETAILS

C2.1 Proposal Price – Implementation – Licenses

Item	Description	Unit Price	Quantity	Extended Price
1	Dynamics NAV Full User Licenses			
2	Dynamics NAV Limited User Licenses			
	(Other Licenses as Applicable)			
3				
4				
5				
	Total A:			A

C2.2 Proposal Price – Implementation – Services

Item	Resource Role	Per Diem Price	Estimated Days	Extended Price
	(Initial Implementation)			
1				
2				
3				
4				
5				
	Total B:			B

New versions of NAV may be released every 12 to 18 months, so this separate cost potential is highlighted. DO NOT include this in cost totals - it is for information purposes only.

Item	Resource Role	Per Diem Price	Estimated Days	Extended Price
	(Potential Later NAV Upgrade Service)			
1				
2				
3				

C2.3 Proposal Price - Maintenance

Annual maintenance of all licensed software – Dynamics NAV, third party, or custom – and other services. It is expected that all software installed and configured by the Proponent will come under a maintenance agreement.

Item	Maintenance Description	Annual Maintenance Price
1		
2		
3		
4		
	Total C:	C

C3. EVALUATED BID PRICE

Proponent's Evaluated Bid Price is:

A + B + C = Evaluated Bid Price

C4. DIRECTIONAL PRICING FOR CLOUD SERVICES (OPTIONAL)

Proponents are requested to provide directional prices for (a) Infrastructure as a Service (b) Software as a Service. These prices are not part of the Evaluated Bid Price.

Infrastructure as a Service

To fully understand the Infrastructure as a Service offering proponents should provide a brief high level description of the SaaS architecture and how the components interact.

Item	Description	Unit Price	Quantity	Extended Price
1	Dynamics NAV Full User Licenses			
2	Dynamics NAV Limited User Licenses			
	(Other Licenses and services as Applicable)			
3				
4				
5				
	Total:			

Infrastructure as a Service cont'd

Item	Resource Role	Per Diem Price	Estimated Days	Extended Price
	(Initial Implementation)			
1				
2				
3				
4				
5				
	Total:			

Item	Maintenance Description	Annual Price
1		
2		
3		
4		
	Total:	

Software as a Service

To fully understand the Software as a Service offering proponents should provide a brief high level description of the SaaS architecture and the components interact.

Item	Description	Unit Price	Quantity	Extended Price
1	Dynamics NAV Full User Licenses			
2	Dynamics NAV Limited User Licenses			
	(Other Licenses and services as Applicable)			
3				
4				
5				
	Total:			

Item	Resource Role (Initial Implementation)	Per Diem Price	Estimated Days	Extended Price
1				
2				
3				
4				
5				
	Total:			

Software as a Service cont'd

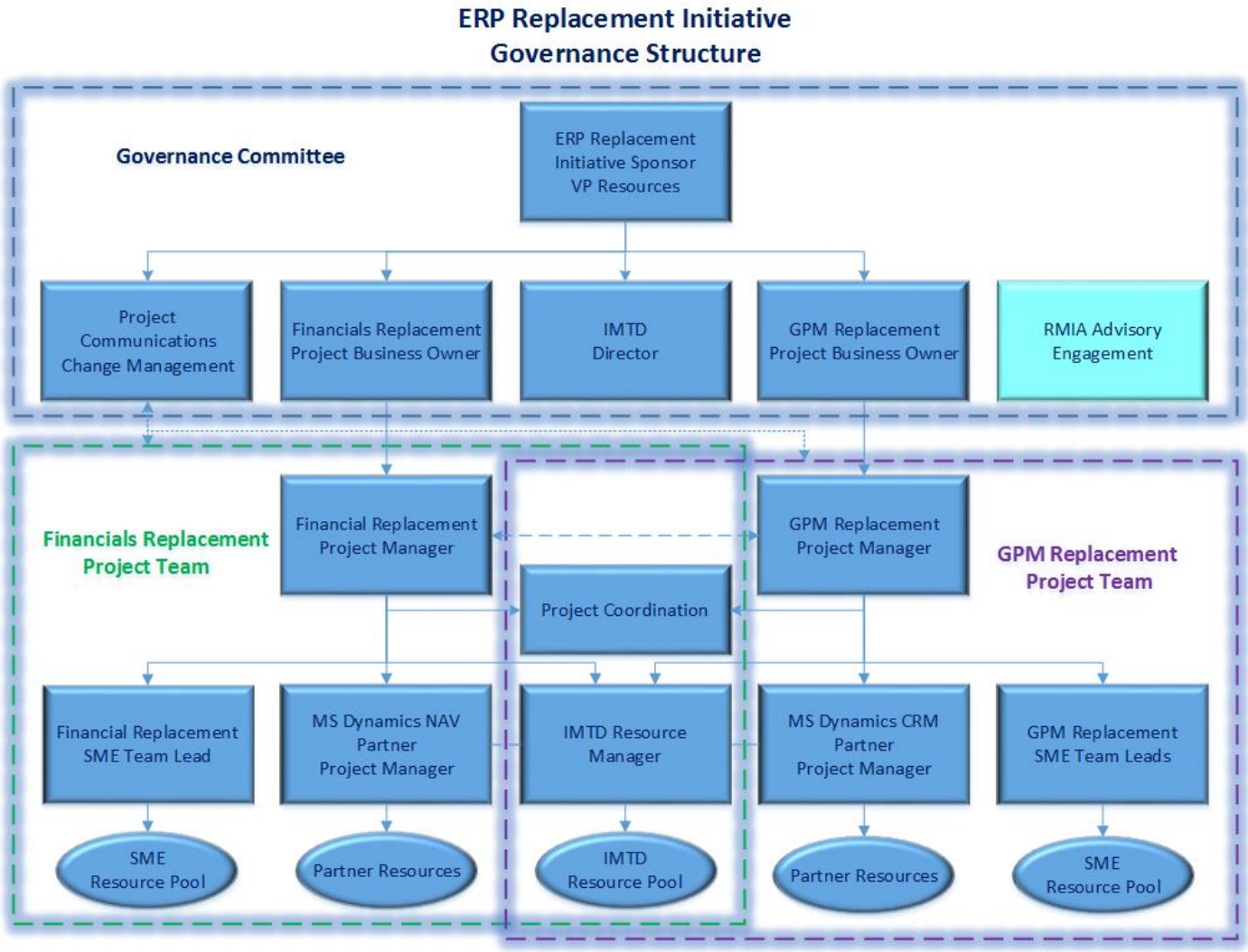
Item	Maintenance Description	Annual Price
1		
2		
3		
4		
	Total:	

C5. INVOICING

The Proponent shall propose an invoicing schedule.

Important note: IDRC's payment terms are NET 30.

ANNEX D – Project Governance Structure



ANNEX E – ERP (Microsoft Dynamics NAV) and GPM (Microsoft Dynamics CRM) Integration Points

The foundation of the new integrated systems is to house the financial information of Enterprise Resource Management (ERP) using Microsoft NAV and Microsoft Dynamics CRM configured to provide Grant and Project Management (GPM) functions. IDRC wishes to leverage close integration with Microsoft SharePoint and Office Suite (i.e. Excel) and the inherent features of Microsoft SQL Server (Reporting, Analytical, and Integration Services).

A few principles will guide the integration choices between ERP and GPM.

1. Financial data will primarily reside in ERP for robust native processing and it is desired to keep this information at a summary level.
2. Non-financial data pertinent to management of projects will primarily reside in GPM.
3. Where the same data resides in both, one will be selected as master and synchronization will occur, ideally in real-time. Period open/close status will be respected.
4. Data required to be entered in the alternate application will ideally be transparent, so that users do not need to login and be subjected to an alternate application screen.
5. If a native capability or data structure does not exist, it is permissible to utilize the alternate application to provide that service, as long as it mostly remains transparent.

Some Points of Integration:

- Web Service API's (technical)
- Reporting
- Process Flow
- Data Elements

Technical: The technology of three platforms – Dynamics NAV, Dynamics CRM and SharePoint – enables connectivity between the environments and should be used to enable transparent interaction.

Reporting: Reports or related dashboards capability should be native to each application. Reports may also span applications, which would provide an apparent integration of results and this may be sufficient in some cases.

Workflows: The relay of status or triggering of conditions must be able to span applications. Ideally these would be done transparently. It may also be feasible to identify manually triggered changes in order to continue parts of the process in the alternate application.

Data Elements: The largest aspect of integration will clearly be identifying data elements that should reside in one application or the other or potentially in both and be subject to synchronization, preferably on a near real-time basis and also respecting period open/close status. It may be that data originates in one application and is primarily of use to the other. The following topics will be explored in more detail. It will be essential for these to be understood and optimal choices made for effective integration.

Details of Data Elements

- Tables and Data Items
- Project and Component
- Accounts Payable (AP)
- Externally Funded Projects (EFP)
- Accounts Receivables (AR)
- Time Tracking
- Grouping and Tags
- Budget Planning
- Other Elements

Tables and Data Items

In the legacy version of GPM there are about 60 tables and about 500 unique data elements. A significant part of this is expected to be retained in the new GPM, with some exceptions noted below and a few new extensions. Ideally it is hoped that many elements can be designated to reside distinctly in the appropriate application with only key commonalities and that necessary access would be simply exposed through an interface to the other application if needed.

Project and Component

Allocations are organized around Projects (6 digits). Legally binding commitments are made against subprojects which IDRC calls Components (3 digits). This combination is a key reference data element across many applications and it is essential that this structure or other accommodating mechanism be implemented.

Accounts Payable

Payment requests for projects are remitted on acceptance by the recipient of the grant agreement of a Project-Component and at key Milestones based on acceptable financial and technical reports or other deliverables triggering the creation of an approved invoice. While financials are managed through the ERP the conditions for release may be satisfied by data entered through GPM.

Externally Funded Programs

While IDRC is a grant making organization primarily funded by the Government of Canada, research is also funded in partnership with other contributing Donors which encourages effective leverage and scale. A complexity arises through the collaborative arrangements of research Themes and formal Stage agreements. Revenue is recognized when the related project expenses have been incurred.

Accounts Receivables

One goal with the ERP implementation is to utilize the standard AR module to providing an effective invoice process for EFP's. Some Donor agreements are denominated in foreign currencies.

Time Tracking

Another aspect of reporting EFP's will be to track "billable hours" for some IDRC research participants in order to more accurately report direct expenses to Donors. It will also be necessary to develop metrics and reports to establish standard rates by role.

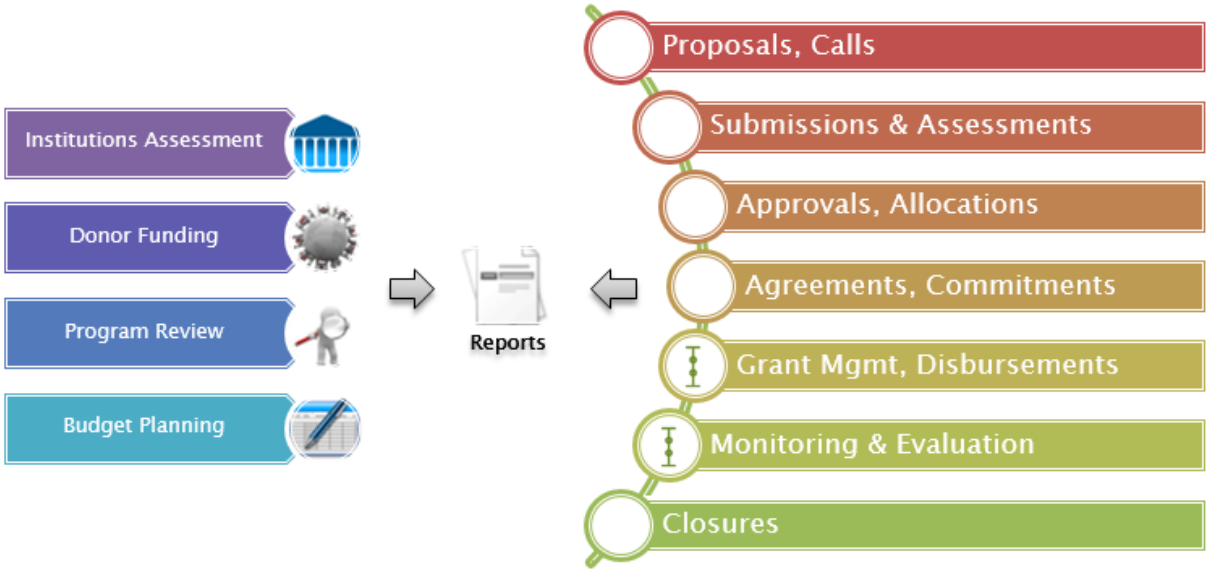
Grouping and Tags

IDRC research is organized around Program Areas (PA) vetted by the Board of Governors. In turn each PA will include a number of Program Initiatives (or just "Programs") under which individual Projects will be created. Both Programs and Projects have distinct Objectives. There is also a need for flexibility where some projects may be arbitrarily grouped together for administrative or research reasons distinct from PA or Programs hierarchies and tags may also change over time.

Budget Planning

The extensive planning and foreknowledge of research project activities (in GPM) could provide a much more effective basis for budget and forecast exercises (primarily by the budget and Financial Management group), particularly through automated calculations.

Other Elements

As part of reporting as well as risk and administrative management, information is gathered about Institutions (e.g. risk assessments) and geographic locales (geocoding) relating to area of research, impact of research, and regional office responsibility with percentage (%) attributions noted so that global analyses and reporting (such as IATI) can be made. Data may originate in GPM and be analyzed or displayed elsewhere (ERP or public web server).

Grants Process Domains