



INTERNATIONAL CENTER FOR BIOSALINE AGRICULTURE

Microsoft Dynamics Navision: Licenses, Upgrade, Development, Configuration, Implementation and AMC

Request for Proposals

RFP17-002_IT_ERP

Procurement Section
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International Center for Biosaline Agriculture - ICBA is an international, non-profit organization that aims to strengthen agricultural productivity in marginal and saline environments through identifying, testing and facilitating access to sustainable solutions for food, nutrition and income security.



I. GENERAL INFORMATION

1.1 Purpose

The international Center for Biosaline Agriculture (ICBA) is currently using, as ERP software, Microsoft NAV 2013R2, which is accommodating mainly Finance modules and a part of the Procurement modules. Other software's were purchased for procurement and HR, but the development and implementation were not complete.

ICBA would like to combine and integrate all modules in Microsoft Navision' latest version (at least NAV 2016 R2). In addition, ICBA would like to integrate Microsoft Online SharePoint (ICBA Intranet is based on SharePoint) for the Project Management System and document storage. ICBA technology will be consolidated on Microsoft based platforms, specifically Microsoft Dynamics NAV to upgrade the current Dynamics Nav ERP system, and integrate to it Microsoft Office (Excel, Word, and Outlook), SharePoint for portal and document (records) and project management, and Active Directory single sign on. The system should be made available to users and approvers throughout the Centre, whether they are in Head office or accessing the system through remote mobile devices.

This project should be completed within maximum one year from the contract award date.

1.2 Instruction to Bidders

Bidders are requested to read the bidding documents carefully to be able to submit a responsive proposal. In submitting the proposal, bidders must respect all instructions, forms and specifications contained in this bidding document. Failure to submit a proposal containing all the required information and documentation within the deadline specified will lead to the rejection of the proposal.

1.3 Deadlines

Deadline for requesting clarifications, meeting, site visit...	June 07, 2017
Deadline for submission of proposals	June 11 ,2017

1.4 Packing and Labeling of Proposals

Each submitted proposal must comprise a Technical offer and a Financial offer, each of which must be submitted separately. Each Technical offer and financial offer must contain at least one softcopy. Failure to respect this requirement will constitute a formal error and will result in the rejection of the proposal.

1.5 Submission of Proposals

Proposals must be submitted either by recorded delivery (official postal service at the address below), hand delivery directly to ICBA-Procurement Section (tender Box at ICBA Reception) or through ICBA Procurement Portal: <http://procurement.biosaline.org/>
To: Mrs. Imane Boujidane
Senior Executive- Procurement
P.O. Box 14660



Any deviation from these instructions (e.g. references to price in the technical offer) is to be considered a breach of the rules, and will lead to rejection of the proposal.

1.6 Proposal Contents

Proposal responses should be organized and submitted in accordance with the instructions below:

A. COVER LETTER

A one (1) page covering letter on the Bidder's letterhead 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.
- d. A statement confirming the Bidder does not have a conflict of interest with this RFP, real or perceived.
- e. The letter **signed** by person(s) duly authorized to sign on behalf of the Bidder and bind the Bidder to statements made in response to the RFP.

B. TECHNICAL PROPOSAL

The Bidder **must** provide detailed information relative to each requirement listed in the Scope of Work. and clearly outline the work that the Bidder proposes to undertake for the provision of these services to ICBA.

When responding, the Bidder **must** complete the response grids found in **Annex A- Mandatory Requirements Checklist** and provide all the information required in **Annex B- Technical Proposal evaluation**. (A MS Word version is available upon request.)

C. FINANCIAL PROPOSAL

The Financial offer must be presented as an amount in U.A.E currency (AED), inclusive of all applicable tariffs and /or taxes and must be submitted using the attached financial template (**Annex C - Financial Proposal template**).

1.7 Validity of Proposal

Proposals must remain valid and open for the acceptance of ICBA for 120 days from the RFP closing date. Proposals specifying a shorter acceptance period will be considered a non- responsive proposal.

1.8 Incomplete and Late Offers

Incomplete and late proposals will not be accepted. It is the bidder's responsibility to ensure that the proposal is submitted complete, on time and in accordance with the RFP terms and conditions. Late proposals shall be returned back unopened.

1.9 Inquiries

Bidders may submit questions in writing through e-mail to the following address and before the deadline stated in the table of tender deadlines:

Contact name : Ms. Imane Boujidane



Senior Executive-Procurement
Tel. no. : +9714 3361155- Ext. 201
Email : Procurement@biosaline.org.ae

Any clarification issued by ICBA will be communicated in writing to all the bidders before date stated in the table above. No further clarifications will be given after the stated date.

Note: Any clarification issued by ICBA will be communicated in writing to all the bidders & will be published on ICBA- Procurement website: www.biosaline.ae

Any prospective bidders seeking to arrange individual meetings with ICBA or any of its employees concerning this contract during the bidding period may be excluded from the bidding procedure.

1.10 Alteration of Proposals

Bidders may alter their proposals by written notification prior to the deadline for submission of proposals stated in this RFP. No proposals may be altered after this deadline.

1.11 Eligible Bidder

Bidders considered eligible to submit proposals are defined as follows:

- Entity /organization that is legally registered to do business in UAE and can provide a valid certificate of legal registration/ trade registration license.
- Bidder that are Microsoft partners and preferably if they are gold and silver partners
- Bidder must execute as a minimum one successful executed project related to Microsoft Dynamics Navision.
- Have the technical and financial capacity to perform this Project successfully.

1.12 Costs for preparing proposals

Under no circumstances will ICBA be liable for any costs incurred in connection to the preparation and submission of proposals even if ICBA decide to reject all the proposals or cancel the bid.

1.13 Clarification

During the evaluation process, ICBA may request additional information from bidders if it is necessary for further clarifications in regards to the submitted proposal.

1.14 Evaluation of proposals

The evaluation will be conducted in three stages: Mandatory requirements, Technical proposal and Financial proposal.

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 ICBA in its sole and absolute discretion.

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

Responses that have met all the mandatory requirements will then proceed to the **technical** evaluation. **Technical proposals** will be evaluated according to the degree to which they meet or exceed ICBA's requirements as stated in Annex **B**.



Upon completion of the technical evaluation, the financial offers of those bidders who passed the technical evaluation stage will be opened.

Financial Proposals will be evaluated based on a relative pricing formula. Each Bidder will receive a percentage of the total possible points arrived at by dividing that Bidder's total price by the lowest submitted total price.

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

A. PRESENTATIONS/SHORTLIST

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

Shortlisted Bidders may be asked to prepare a presentation, provide a demonstration of its proposed solutions, or provide additional information prior to the final selection. ICBA reserves the right to supply more information to those Bidders who are shortlisted.

B. BIDDER FINANCIAL CAPACITY

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

C. SUCCESSFUL BIDDER SELECTION

Acceptance of a proposal does not oblige ICBA to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of ICBA 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 Bidder's proposal, ICBA will enter into discussions with the Successful Bidder for the purpose of finalizing the Contract. In the event of no satisfactory Contract can be negotiated between the Successful Bidder and ICBA, ICBA may terminate negotiations. In such event, if ICBA feels that the Bidder with the second highest score may meet the requirements, ICBA will continue the process with the secondary Successful Bidder, and so on

1.15 Amendments

During the proposal submission period, if ICBA decides to modify/ change any requirement/s of the RFP, [the modification/s shall be released through the issuance of an amendment to the RFP.] Any amendment will be issued in writing and will be sent to all bidders.

1.16 Confidentiality

The entire evaluation procedure is confidential and all proposals are for official use only and may be communicated neither to the bidders nor to any party other than ICBA.

1.17 Bid Cancellation

ICBA has the right at any stage in the bidding process to cancel the whole bid without the need to give a justified reason to any of the bidders. Bidders will be notified in writing of the cancellation.



1.18 Discussion/Negotiation

ICBA may initiate discussions should clarification or negotiation be necessary. Bidders should be prepared to provide qualified personnel to discuss technical and contractual aspects of the proposal.

1.19 Award Letter & Contract

ICBA reserves the option of contracting only for a portion of the specified project scope or of not awarding a contract to any bidder. Final approval to enter into a contract, the contract form and the scope of services to be provided pursuant to the contract, rests with ICBA. A contract may be awarded to more than one bidder based on the quality of the proposals and ICBA's needs. Please note that an award letter is not a contract and can be withdrawn at ICBA sole discretion.

Bidder's Failure to accept the award at the time of receiving notification from the Contracting Authority will give ICBA the right to award the tender to the next bidder.

1.20 Performance Bond

The Vendor will be required to secure a performance bond in an amount equal to -10% of the of the total award price within 10 days from signing the contract and to be in effect for the duration of the contract period. The performance bond may be used to satisfy penalties for lack of delivery and/or loss incurred in the event of the Vendor's failure to deliver or perform according to the requirements of this RFP and the purchase order. The performance bond may be liquidated by ICBA to satisfy penalties should they be applicable. In this case provided that the Contract has not been terminated the Vendor shall replenish the performance bond to 10% of the total Contract price.

1.21 Bidder Responsibility

It is the responsibility of each bidder before submitting a proposal:

- To examine thoroughly the contract documents and other related data identified in the proposal documents.
- To consider federal and local laws and regulations that may affect costs, progress, performance or furnishing of the service.
- To study and carefully correlate bidder's knowledge and observations with the contract documents and such other related data.
- To promptly notify the Procurement Section of all conflicts, errors, ambiguities, or discrepancies which bidder has discovered in or between the contract documents and such other related documents.

1.22 Governing Law and Language

This Tender is subject to and shall be construed according to the applicable laws and regulations of the United Arab Emirates.

The Tender and all notices pursuant to the provisions thereof shall be in English.

II. OVERVIEW OF THE CURRENT ENVIROMENT

2.1 Introduction and project overview

ICBA wishes to enter into a Contract with a recognized Microsoft Certified Partner. This Partner will



provide the appropriate licenses and work with ICBA IT team to configure and implement MS Dynamics NAV ERP system. The selected partner will upgrade the current MS Dynamics NAV 2013R2 platform to stable updated release i.e. MS NAV 2016.

The contractor 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 add-ons or custom coding, and to challenge ICBA on best and simplifying practices. Experience using innovative approaches to meet the unique needs of ICBA is also a prerequisite for consideration. ICBA 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, ICBA requires a configurable solution which can readily be revised to accommodate changing business needs of the Centre.

The principal objectives of this initiative are:

- Upgrade of current system to MS NAV 2016 with all the existing financial data.
- To implement and customize the existing ERP system that at a minimum meets the prioritized requirements of the ICBA in sufficient time to test and integrate with SharePoint Online and meet the agreed go-live date.
- Integration maximization between ERP financial system with Project Management System, Human Resource, Procurement and Facilities;
- 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.

ICBA intends to enter an agreement for an initial implementation and customization period commencing in September 2017 followed by a 3-year support contract with an option to renew, at ICBA's discretion, for up to two (2) additional three (3) year terms.

2.2 Information Technology (IT) environment

- ICBA's IT environment spans one head office on-premises infrastructure in Dubai and IBM Softlayer cloud Platform.
- There is one small regional office in Tashkent.
- Head office has two Internet links; **40Mb** lease line and **20 Mb** DSL link.

2.3 Workstations

ICBA's employee workstation environment encompasses approximately 80 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 ICBA workstations:

- Microsoft Windows 10
- Internet Explorer 10
- Adobe Reader DC
- Eset Anti-Virus
- Microsoft Outlook 2016 Email client
- Microsoft Office 2016 (Word, Excel, PowerPoint, Project and Visio)

All ICBA workstations participate in a single Active Directory with domain controllers located in head office. File and print services are also located in IBM cloud Platform and head office. Email is located at



Microsoft Office 365.

2.4 Architecture environment

ICBA's existing environment utilizes a number of Microsoft technologies including Microsoft Navision 2013R2, SharePoint Online (Office 365), Office 365 email services, many recent versions of Windows Server (Windows Server 2012R2), SQL Server (MS-SQL 2012) and Active Directory for system and network authentication.

The head office data center and IBM cloud platform has standardized on VMware virtual machines and Dell server hardware (standard server platform is a Dell R720 and R730). Network infrastructure includes Cisco Switches, routers and Firewall/VPNs and AVAYA VoIP.

There is substantial use of SharePoint for Internal Collaboration, intranet/extranet and document management is based on SharePoint.

This ERP project is about to upgrade and enhance the current Dynamics NAV 2013R2 implementation based on MS SQL Servers (2012) to MS Dynamics NAV latest stable release. As indicated elsewhere, desktops are standardized on Windows 10 and Microsoft Office Suite (365). The NAV Web Client would be desired for most cases though ICBA would remain open to the NAV Desktop Client where applicable. It is expected there would be re-implemented of native reporting in the new applications.

Most systems reside on the IBM Cloud platform and Microsoft One Drive for Business and SharePoint Online is also used.

2.5 ERP Users

ICBA currently has 12 primary users and 70 casual/approval users. The chart below of potential Dynamics NAV users is based on the current understanding of ICBA'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	2		
Financial Operations	2		
General Ledger		<i>Up to 3</i>	<i>Up to 10</i>
Accounts Payable (procurement card allocations and approval solution)		<i>Up to 3</i>	<i>Up to 80</i>
Employee expense reimbursement		<i>Up to 3</i>	<i>Up to 80⁴</i>
Accounts Receivable		<i>Up to 3</i>	<i>0</i>
Fixed Assets		<i>Up to 3</i>	<i>0</i>
Cash Management		<i>Up to 3</i>	<i>0</i>
Procurement		<i>Up to 2</i>	<i>Up to 80⁵</i>
Reporting		<i>Up to 5</i>	<i>Up to 25</i>
Budgeting		<i>Up to 15</i>	<i>Up to 25</i>

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 Most employees will be entering their Purchase requisitions and expense reimbursement claims themselves however approval will be done within the application.

⁵ Purchase requisitions will be done electronically within Procurement module.

III. SCOPE OF WORK

3.1 Functional requirements

The Successful Bidder is expected to have a full understanding of ICBA's financial management requirements in terms of financial operations, reporting and auditing.

The Successful Bidder is expected to provide expert advice and guidance on workflows and process improvements that will enable the use of the existing Dynamic NAV deployment with the minimal customization.

The Current deployed modules in MS NAV 2013R2 are:

- General Ledger (GL)
- Accounts Payable (AP)
- Accounts Receivable (AR)
- Fixed Assets (FA)
- Cash Management (CM)

This project plan is as follow:

Phase 1: Requirement assessments and gaps/fits analysis

Phase 2: Upgrade to MS NAV 2016 and development and customization of 7 priority modules:

1. Upgrade from MS NAV 2013R2 to latest MS NAV stable release.
2. Budgeting (BFM)
3. Procurement (PRM, advanced)
4. Inventory (IM)
5. Human Resource Management (HRM, advanced)
6. Full Cost Recovery (FCRM)
7. Reporting
8. Document Management

Phase 3: Additional 5 modules development and customization

1. Employee Expense Reporting (EXR)
2. Time and Expense (T&E) Tracking
3. Project Management (PM)
4. Facilities Management (FCM)
5. Security
6. Any extra modules as per the gap analysis

Phase 4: SharePoint



Further to the above lists, the contractor, during the development and implementation, should take into consideration:

- Reporting needs of the centre;
- Document management (integration and development on SharePoint);
- Workflow and automation; and
- Integration between modules and between NAV and SharePoint.

3.2 High-level Requirements:

A. FULL COST RECOVERY MODULE (FCRM)

ICBA require automating the full cost recovery in MS NAV. Below is the list of approved and planned charge back:

Procurement service fee: on each issued PO, there is a service fee of 8% on the PO value (with minimum and maximum limit). This service fee should not show in the PO that we share with the supplier. The 8% is an additional charge to expense of the requestor' budget and an income (or negative expense) for the procurement budget

Facilities-Space rent charge back: this is a fixed rate per square meter that needs to be added to each staff's monthly employment cost based on the space occupied

IT equipment charge back: this is a fixed monthly fee for the network services that needs to be added to each staff's monthly employment cost. Additional rate is charged on some specific computer devices.

HR charge back: 6% of the total employment cost is charged to the staff's employment cost.

1% of the staff employment cost is credited to training and well fare funds.

Other charge back will be applied for different other services:

- a. Farm usage
- b. Printing services
- c. Vehicle usage
- d. Laboratory services

B. GENERAL LEDGER (GL)

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

- 1.Ability to show the multiple dimensions on a General Ledger entries on all GL postings.
- 2.Ability to show the Description of the transaction and not the Reference Number on the GL entry after it was posted.
- 3.Ability to show the vendor code (if any) on the GL entries.
- 4.Ability to filter the GL entries based on the Dimensions, date, reference number, etc.
- 5.Ability to generate GL report (i.e. all the expenses GL with all the dimensions for a particular project only at a specific range of dates).
- 6.Ability to identify the document number (not the batch reference number) at the time of posting the GL entry.
- 7.The reversal of journal entry should have an approval before posting.

C. ACCOUNTS PAYABLE (AP)

This module is already customized in MS NAV 2013R2 but there some additional required functionalities:

- 1.Option to Reverse the Purchase Invoice (with the same approver requirements).
- 2.The vendor invoice number to be made mandatory.



3. All the dimensions should be mandatory.
4. There should be prompt if the combination of dimensions is not correct.

D. ACCOUNTS RECEIVABLE (AR)

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

1. Generate a report of unposted invoices with all the details
2. The invoice will be posted only once the money is received.
3. Ability to track said invoices status on a per Customer basis.
4. Ability to generate official receipt from the system.

E. BUDGETING (BFM)

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

1. Ability to upload a budget from an excel file with all the details and dimensions.
2. Ability to update the budget with a track on all the changes.

F. PROCUREMENT (PRM, ADVANCED)

ICBA has an existing application "Reqlogic" implemented in test environment. But this application is not fulfilling procurement requirements, therefore it is not in use There are high level requirements given below for understanding but during the GAP analysis these may change:

1. System should recognize the user, and when logged in, the system will show the status of the recent PRs including the pending ones with showing at what level they are.
2. The requester need to enter first the budget code he is going to use for this purchase. Based on the user Identification and the budget code, the system should recognize the workflow of the purchase: the user hierarchy and budget holder.
3. When starting to raise a PR, the requester will select if it is an Inventory Item, Capital Equipment or Consumable (good or Services).
4. PR: 2 categories will be incorporated: Consumables (goods & services) and Capital Equipment. The requester will be required to choose one of these 2.
5. PR: the requester will be required to enter the purchase details with description and the quantity. The system interface should allow the requester to enter as much information as possible.
6. PR: the request will go to procurement officer who will check the specifications, and make changes if needed, and insert an estimated price. The procurement officer will submit and the Requisition goes back to the user to confirm submission or end the process
7. PR: the requester will be required to enter the budget code and the budget line. The system should have all the information about the budget details. If the budget in the selected budget line is not sufficient, the system will notify the requestor and end the process. if the budget is sufficient, the requester will submit the request and the estimated value will be committed from that particular budget line.
8. PR: once the request is submitted, the request will go first to the budget holder- System should recognize the budget holder automatically from the budget code.
9. PR: Depending on the value and the authorization limit: the system should get the request approved.
10. PR: Once the requisition is approved, it will automatically go to the procurement officer, who will put the request on hold. A status to show: Pending-Sourcing for quotes/Proposal. The system should send a notification to the requester informing

him that procurement is processing the PR and what the expected time of finishing this process

11. PR: after finishing the sourcing process, the procurement will enter all the order details including the final value. If the value is less, equal or higher by max 10% than the estimated value: the system will enable the procurement to generate a PO.
12. PR: if the final value entered by procurement is more than 10% higher than the estimated value, the system will automatically check it against the budget and notify the requester. If the budget is not sufficient, the system will notify the requester and end the process. if the budget is sufficient, the system will ask the requester if he wants to continue the requisition, if no, the process will end, notifying the procurement. if yes, the request will go again through the same approval process, the notification email has to state clearly that this purchase was approved at XXX amount, and the new amount is ZZZZ. Once approval is given, the system will allow procurement to issue the PO.
13. PO: the PO will be sent automatically to CSD or DG depending on the amount (authorization limit). If the PO is rejected, a comment will insert by the approver, a notification sent to procurement and the PO goes back to procurement for modifications or to end the process. once modifications are done, procurement will resubmit the PO for approval. If the PO is approved, the system will commit the budget with the exact values (value will be deducted from the budget line amount).
14. PO: A copy from the approved PO will sent systematically to the Procurement, Storekeeper, Finance, the requester, the budget holder and the supplier.
15. PO: the PO should have this information: order description, Asset code (for capital purchases), item code (for inventory purchases), expected delivery time, or deliverables schedule (for services), payment terms and comment box.
16. For capital equipment, once received the system should allow the store keeper to update the system about the reception and issue the tag number. For Inventory items, once received, the store keeper will receive the items in the system and the stock will automatically get updated. for consumables (goods) the storekeeper will receive in the system and issue it to the user at the same time. For services/works: procurement will be updating the system upon receiving completion report and requester confirmation.
17. System should allow attachment whenever needed
18. The system should keep records of all process stages, modifications, attachments, comments...
19. At any stage, the system should allow procurement to end the process. If the process was ended by procurement, a notification will be sent to the requester and the budget holder
20. The system should allow to add comments that will show throughout the whole process
21. At any stage where an approval is required, the system should send an email to the appropriate approver notifying him/her
22. For the purchases from different budgets, the system should allow the requestor to enter more than one budget, the process will be followed for each budget separately.

G. HUMAN RESOURCE MANAGEMENT (HRM, ADVANCED)

ICBA has an existing application "HRNet" is implemented. But this application is not fulfilling HR requirements. Therefore, this application is not use. There are high level requirements given below for understanding but during the GAP analysis these may change;

1. The system should be structured according to ICBA org. structure without unneeded details such as: "Department"
2. Can delete any record added in the data base such as delete unwanted grade and

not "inactivated".

3. The system should use the minimum steps no. to do one function.
4. Easy and friendly use system and interface for administrator and end user.
5. Don't put other branches as we have only one office in Uzbekistan.
6. Easy to generate reports and extract data which can be used to draw charts or put it in a way to be understood by others.
7. The session should not expire from Employee master as long as it's not saved, also while opening employee master we can do any addition/deletion from the data base.
8. Adding staff categories such as: core, project, Post-Doctoral, temporary, consultant and interns
9. All info required for any staff should be gathered in one page which can represent in to buttons leads to other page of different info category.
10. Standardized the contracts/letters in the system which can extract the info for that from the system, and possibility to do any amendment is required.
11. Adding Arabic data base for some staff info which is needed for daily work such as (staff name, job title in immigration and in the contract) ...etc.
12. Staff leave management page should consist the following balances: (leave days' entitlement considering the joining date, casual leave days, sick leave day, sick leave with medical certificate days...) etc. all this info should be available in Employee Service Portal.
13. Don't accept leave with no enough days' balance.
14. Email Notification for expired docs: visa, pass, contract, etc.
15. Generate report for the missed info or documents.
16. Barcode reading and transferring the info in to the system.
17. Leave/permission info need to be added to system either by staff or admin.
 1. Ability to generate reports for staff attendance which linked with leave function.
 2. Allowances/benefits should be added automatically every month unless there is a request to stop it.
 3. The joining date should be considered in the payroll for the month.
 4. To keep a master data to be shared with finance and procurement.
 5. Payroll reporting has to go in line with our existing reports.
 6. HR procedures and workflow
 7. Timesheet has to be in line with our internal procedures
 8. Separation process has to have less steps
 9. Employees staff IDs has to be flexible
 10. System alerts to be added like for the notice period, end of probation...etc.
 11. For payroll processing the system should have fixed deductions (not to be entered manually every month) at the employee level like Medical Insurance Deduction.
 12. There should be an option in the system to setup pension contribution for Emirati employees.

H. EMPLOYEE EXPENSE REPORTING (EXR)

1. The staff should have the ability to fill all the information required (i.e. dimensions, amount, justification).
2. Ability to upload all the supporting documents.
3. Ability to have online approval (as per the delegation of authority matrix) and it will reach Finance once the approval is complete.
4. The expenses covered under this module are Per Diem, Expense Reimbursement, Cash Advances (not personal advances as that will be covered under HR modules).
5. Ability to generate a report on a per staff basis or another dimension wise basis.

I. FIXED ASSETS (FA)

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

1. Ability to auto-create different asset codes for a group of assets purchased one time.
2. Ability to charge multiple combination of dimensions to a group of assets.
3. Ability to track all the expenses of the asset.
4. To generate a full report showing all the details of the asset such as code, purchase date, description, responsible staff, statistics, etc.

J. CASH MANAGEMENT (CM)

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

1. Ability to reconcile the bank balance with the book balance by just checking (or marking) the amounts in bank statement window.
2. Ability to generate a bank reconciliation statement.
3. Ability to process petty cash transactions and generate a petty cash voucher.
4. Ability to generate a petty cash report for replenishment purposes.
5. Ability to edit the description in the Payment Voucher (the current system picks the first line of the invoice and doesn't reflect the full purpose of the payment).
6. Ability to approve online the payments as per the delegation of authority matrix. The payment voucher should show who approved it and when (date and time).
7. Ability to print dollar checks from the system.
8. Ability to add extra bank details in the transfer letter generated from the system.
9. Provide more space for extra characters on the approver name or designation.

K. TIME AND EXPENSE (T&E) TRACKING – PART OF HR MODULE

This module is already customized in MS NAV 2013R2 but there are some additional required functionalities:

1. 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.
2. 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.
3. 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 ICBA).
4. The system should house per diem rates for use in the calculation of per diems on expense reports.

L. INVENTORY (IM)

This module is already available in MS NAV 2013R2 but the it is not functioning, so for this purpose high level requirements are given below;

1. When starting to raise a PR, the requester will select if it is an Inventory Item, Capital Equipment or Consumable (good or Services).
2. Inventory Items: When the requester select the Inventory Purchase option, the

system should redirect him automatically to Inventory Module.

3. Inventory Items: the system should show the requested items (organized in categories and sub categories), the availability and the value. The requester will select one item or more and enter the quantities.
4. Inventory Items: once the request is submitted, the request will go first to the budget holder- System should recognize the budget holder automatically from the budget code.
5. Inventory Items: Depending on the value and the authorization limit: the system should get the request approved.
6. Inventory Items: Once the storekeeper receives the approved request, he will issue the material. The stock will automatically update and a notification will be sent to the requestor informing him of the expected dispatch date and time.
7. Inventory Items: In case of non-available material, the request will follow the same process, until when it reaches the storekeeper, then he will put it on hold, a notification to be sent to the requester with the expected dispatch time. Once the material is received and the stock is updated, the store keeper will issue the material in a normal manner and the system will send a notification to the requestor.

M. PROJECT MANAGEMENT (PM)

This module is not available in MS NAV 2013R2, so for this purpose high level requirements will be given at a later stage.

N. FACILITIES MANAGEMENT (FCM)

This module is not available in MS NAV 2013R2, so for this purpose high level requirements are given below;

1. Attendance of security and manpower management system
2. Job Cards and follow up system for maintenance and other related requests
3. Car monitoring system
4. Projects Management System
5. Farm Management and Site Planning System
6. Data managements, Budget monitoring, and reporting system

O. DOCUMENT MANAGEMENT

1. Attachments: A few modules may or should offer the ability to attach documents. Ideally this would be a URL reference to a SharePoint document library in ICBA's case.
2. 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.

P. WORKFLOW AND AUTOMATION

1. 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.
2. Automation: Scheduled or triggered actions should facilitate activities such as transactions, reporting or maintenance. ICBA requires workflow approvals and a proper audit trail and administration controls. ICBA is currently developing workflow for employee expense reports, expense claims, procurement process, document approval, and travel authorization. ICBA 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.

Q. 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 system audits and allow reliance on paperless documentation. In addition to secure connectivity across the ICBA 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 authentications [2FA]).

R. 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.

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 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).

S. INTEGRATION

The **Financial System NAV** (GL, AP, AR, PO, etc.) should be able to recognize project allocations and commitments in the GL as well as to streamline grants payment processing.

The Financials (NAV) ERP must integrate well with:

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.

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.

Payroll: HR module should be 100% integrated with Financial System NAV.

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 implementations, and consideration given to the new platform capabilities and integration opportunities.

Facilities Management: A current data warehouse/ facilities 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. Many of these systems are located within the IBM and office 365 cloud platforms and would require secure entry points from a cloud solution.

T. TECHNICAL

Network: There are IBM cloud and Dubai datacenter connected by VPN's across the Internet. 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 the ERP systems.

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

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.

U. MISCELLANEOUS

Multilanguage UI: The application natively or extended must provide a selectable User Interface (UI) in English and Arabic (for HR modules mainly), including menus and help text to the extent possible.

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.

V. IMPLEMENTATION REQUIREMENTS

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

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

W. GAP ANALYSIS

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



X. SOLUTION DESIGN AND PREPARATION

- a) The Successful Bidder will be responsible for providing knowledge transfer to ICBA's resources. The Successful Bidder 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 Bidder's project team will be onsite and involved through every phase (e.g. configure, test and support) to ensure ICBA's resources are fully trained by project completion. The intent of the knowledge transfer is to enable ICBA employees to fully use, maintain and support the new functionalities.
- b) The Successful Bidder will provide advice and guidance on innovative approaches to meet ICBA's requirements.
- c) As an early deliverable in the implementation, the Successful Bidder will conduct a forward-looking evaluation of an on-premises versus "cloud" approach for the Dynamics NAV implementation.
- d) The Successful Bidder would provide system specifications for the chosen implementation environment. On-premises would be based on VMware and ICBA 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 ICBA's Active Directory directly or via ADFS or similar mechanism is a requirement.

Y. UPGRADE, CONFIGURATION, TESTING, AND IMPLEMENTATION

- a) The Successful Bidder is expected to upgrade, configure and test a fully functional end solution that integrates seamlessly with SharePoint Online and customized modules. This requires the Successful Bidder to develop the full implementation strategy.
- b) The Successful Bidder 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 ICBA
- c) The Successful Bidder shall be responsible for user acceptance testing strategies in collaboration with the ICBA project team.
- d) The Successful Bidder shall be responsible for coordinating and managing all aspects of the system and user acceptance tests.
- e) ICBA employees shall conduct the user acceptance tests based on the plans and scripts developed by ICBA and the Successful Bidder.
- f) ICBA's Project Committee is responsible for the ultimate acceptance of the solution.
- g) The Successful Bidder shall maintain a test record log, which includes test results and actions taken to resolve issues.
- h) Throughout the engagement, the Successful Bidder shall be required to work with ICBA to modify, develop and document business processes, procedures and system documentation that will be used to train ICBA end-users and the ICBA resources responsible for supporting the solution.



Z. DATA MIGRATION

- a. The Successful Bidder 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 ICBA data with their system.
- b. The integrity of the data will be the responsibility of ICBA 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. ICBA expects that the Successful Bidder will provide a list of data requirements and mechanism to capture the required data elements.
- d. ICBA will work with the Successful Bidder to populate the data using the tools and methods proposed.
- e. When the data is prepared, ICBA will hand it off to the Successful Bidder for import.
- f. The Successful Bidder 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.

AA. DATA SECURITY

- a) ICBA's type of data is Protected B which means the data must be kept confidential and not be provided outside the Successful Bidder's organization without ICBA'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 ICBA attesting to the disposal.
- c) Only necessary Successful Bidder staff with appropriate security clearances (Reliability status) have access to ICBA data.

BB. PROJECT MANAGEMENT

Successful Bidders are to submit a complete proven system implementation plan. It is the intent of ICBA have a functional ERP system to go live on an agreed date, fully integrated with SharePoint Online. The project plan is to provide sufficient information on how the Successful Bidder can accomplish successful delivery within the project time-frame.

The Legacy System must continue to function at normal capacity during system transition with no impact to ICBA staff. The Successful Bidder must clearly describe any ICBA dependencies for system installation and deployment.

The Successful Bidder shall be required to provide qualified and experienced resources to manage the end-to-end implementation. The Successful Bidder's project management team will work directly with the ICBA Project team.

The Successful Bidder 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 ICBA's Project team.
- 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 ICBA Project Committee and that can be monitored and tracked by the ICBA Project Committee.
- v. Engage in effective cooperation to achieve integration with SharePoint online application.
- vi. Provide bi-weekly project status reports to the ICBA Project team.
- 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 ICBA’s Project team. Propose key milestones. These proposed key milestones will need to be accepted by the Project team.

CC. TRAINING AND COMMUNICATION

- a. The Successful Bidder 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.
- b. To provide this level of training the Successful Bidder is expected to:
 - i. Define a training plan and schedule for all stakeholder’s groups; and
 - ii. Deliver training to a set of super-users/trainers for each project; and
 - iii. Deliver initial training 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 team must accompany the plan and must show the completion of all training prior to the go-live date.
- d. The Successful Bidder shall be responsible for developing all training documentation. ICBA will work with the Successful Bidder 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 ICBA employees and can be run and printed on the standard ICBA desktop configuration. Ideally this will be editable to allow for future process changes. Online Help, training materials and videos shall be available and editable by ICBA to accommodate future system and process changes.
- f. The Successful Bidder will provide necessary and relevant employee communication material supporting Change Management.
- g. The Successful Bidder will also prepare questions and answers for frequently asked questions (FAQs), based on their previous implementation experiences in similar organizations.

DD. TRANSITION AND POST-IMPLEMENTATION SUPPORT

- a. The Successful Bidder 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 ICBA IT resources.
- b. The Successful Bidder will be responsible for transitioning the ICBA staff to fully take over ERP maintenance and support with training and documentation.
- c. The Successful Bidder is expected to demonstrate to the satisfaction of ICBA that the



solution has been properly implemented and is fully functional when implementation is completed.

- d. The Successful Bidder will be responsible for meeting with the ICBA project team for a post-implementation review, including review of outstanding issues, actions and/or requirements.
- e. The Successful Bidder is expected to resolve any outstanding issues, problems, or work orders no later than 30 days after each phase go-live.

EE. SYSTEM DOCUMENTATION

All appropriate system documentation must be provided to ICBA. In addition, all software required to operate the Solution must be supplied to ICBA 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).
- System User Manual (User Guides and Video tutorials)

FF. SERVICE LEVEL AGREEMENT

The Successful Bidders 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/plugin-ins that may be incorporated into the solution

GG. ICBA RESPONSIBILITIES, SUPPORT AND REPRESENTATIVES

ICBA will identify a **Project Committee** to whom the Successful Bidder will report during the period of a resulting Contract. The Project Committee will be responsible for coordinating the overall delivery of service, providing as required direction and guidance to the Successful Bidder, monitoring Successful Bidder performance and accepting and approving Successful Bidder deliverables on behalf of ICBA. 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 Committee, as submitted, the Project Committee shall have the right to reject it or require its correction at the sole expense of the Successful Bidder before recommending payment.

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

ICBA will identify an **ERP manager**, who will oversee a resulting Contract throughout its lifecycle, in conjunction with the Project Committee and the Successful Bidder, create amendments for any changes to a resulting Contract, answer questions on terms and conditions, and manage the receipt



and payment of invoices.

HH. LOCATION OF WORK AND TRAVEL

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

ANNEX A – Mandatory Requirements Checklist

To qualify as an eligible Bidder, you must meet all the following requirements. The Bidder **must provide detailed information relative to each requirement**. All fee implications related to the responses must be identified in the financial proposal.

	Mandatory Requirement	Yes ✓	Response
Company and Proposed Resources Information			
A1.	<p>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 UAE public sector clients you have. Silver or Gold Level of Microsoft certification</p>	<input type="checkbox"/>	
A2.	<p>Client References for Projects Provides three (3) client references for similar projects in size and complexity that were implemented in UAE within the last five (5) years where reference information shall include: Client name, telephone number, and email address and a brief description of the project.</p>	<input type="checkbox"/>	
A3.	<p>Client References for Project Resources The Bidder'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. *ICBA reserves the right to contact these references. ICBA cannot be used as a reference towards this RFP.</p>	<input type="checkbox"/>	

A4.	<p>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</p>		
A5.	<p>Project Plan Provides a High-Level Project Plan with key milestones in accordance with the requirements</p>	<input type="checkbox"/>	

A6.	<p>IT Security Provides the following IT security control documentation to confirm the IT security control capacity of the Bidder is satisfactory to ICBA: Documentation or certification confirming how the Bidder has implemented security controls specified in one (1) of the following security guidelines: ISO 27001, Include details on how the Bidder will advise ICBA of any changes. Assurances that the Bidder will inform ICBA in writing, in a reasonable timeframe (and confirm your standard timeframe) of security incidents that could affect ICBA 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.</p>	<input type="checkbox"/>	
A7.	<p>Privacy Provides copies of Privacy Policy (ies) that addresses all requirements as it relates to the protection of personal information as required in the Scope of Work.</p>	<input type="checkbox"/>	
A8.	<p>Reliability Status Confirms for Bidder's employees that Reliability security status clearances are obtained for access to client data that includes sensitive personal information.</p>	<input type="checkbox"/>	

A9.	<p>Data Access Provides a description of the processes in place to ensure that only Bidder's employees with a legitimate business purpose and clearance (Reliability status) will have access to ICBA data and how these processes are enforced.</p>	<input type="checkbox"/>	
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A10.	<p>Confidentiality Confirms complete confidentiality of all ICBA data entrusted to it by ICBA, including the protection of personal information. Describes methodology for ensuring the accuracy of personal information, and safeguards against the unintentional disclosure and exposure of ICBA personal information.</p>	<input type="checkbox"/>	
A11.	<p>Personal Information Confirms that processes and procedures exist to prevent the unintentional exposure of ICBA personal information.</p>	<input type="checkbox"/>	
A12.	<p>Data Confirms adherence to the requirement that all ICBA data will at all times remain the property of ICBA.</p>	<input type="checkbox"/>	
A13.	<p>Migration Provides ability to migrate ICBA data to the new solution.</p>	<input type="checkbox"/>	
A14.	<p>Testing Provides a highly functional, secure testing environment/database, both pre and post implementation.</p>	<input type="checkbox"/>	
A15.	<p>Quality Control Maintains in place adequate quality control procedures to ensure reliability of information and results.</p>	<input type="checkbox"/>	

ANNEX B – Technical Proposals Evaluation

The following requirements will be evaluated according to the degree to which they meet or exceed ICBA’s requirements.

As stated in **the Scope of Work**, the Bidder **must provide detailed information relative to each requirement**.

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

In order to obtain technical points for their bid submission, Bidders must respond to the corresponding rated requirement by providing a description explaining, demonstrating, substantiating, or justifying their capability or approach to meet the requirements. Bidders’ responses should be relevant, thorough, clear, and concise.

Bidders’ 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 60% will be considered responsive. In addition to any other obligations contained in the resulting contract, the Bidder 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 Bidder’s Financial Proposal. Bidders 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.

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.

	Rated Requirement
B1.	<p>Similar Project Experience with Microsoft Dynamics NAV Provide a description of at least 3 projects of similar size and complexity where Microsoft Dynamics NAV was configured and implemented for 100 active users.</p> <p>The referenced projects should be in use in a production environment, for at least one year prior to the bid solicitation closing date.</p>

B2.	<p>Experience in providing NAV implementation, deployment, and after sale services</p> <p>This criterion will evaluate the number of consecutive years of relevant experience, the Bidder has in providing Microsoft Dynamics NAV deployment, implementation and after sale services.</p> <p>The Bidder should specify the number of consecutive years they have provided ERP deployment, implementation and services, and should provide the following information:</p> <p>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.</p> <p>The start and end dates for the provision of services for each client cited.</p>
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B3	<p>Details of the Project Manager</p> <p>The Bidder should provide the details of the project manager they are proposing to be a part of the implementation, deployment, and services:</p> <p>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.</p>
B4	<p>Details of the Project Team</p> <p>The Bidder should provide the details of the project team they are proposing to be a part of the implementation, deployment, and services:</p> <p>Provides Curriculum Vitae for each of the proposed implementation team resources.</p>

B5.	<p>Understanding Scope</p> <p>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 accommodate ICBA's processes.</p>
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B6.	<p>Best Value Describe your ability to offer a solution that provides the best value to ICBA (i.e. a portal/workflow solution).</p>
B7.	<p>System Integration Describe an approach to identifying key integration points and opportunities for transparent access or effective data synchronization. Indicate how the Bidder would work to achieve effective integration.</p>

Implementation Plan and Approach	
B8.	<p>On premise vs. Cloud Based Approach</p> <p>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.</p> <p>Describe the approach that would be taken to support a preferred method and why you may recommend one method versus another.</p>
B9.	<p>Project Plan</p> <p>Provide a project plan for on premise implementation highlighting the approach that the Bidder would take in performing the end-to-end implementation using Agile methodology. The response should consider the timelines and requirements listed in the RFP.</p> <p>The Bidder' response should include as applicable:</p> <ul style="list-style-type: none"> A proposal for a project team structure, detailing required roles and time requirements for both the Bidder's resources and the ICBA resources. Approach to a fit/gap analysis Installation and initial setup of software applications Systems environment setup, for development/testing and production, and how ICBA project staff would be able to access it.

	<p>Determination and initial configuration of key reference data and security assignments Approach to initial data population Workflow design and configuration Design and development of reports Approach to risk and issue management and testing Approach and timelines to go-live cutover and early life support (ELS) Post go-live support. This is specific to the period after go-live and does not include long-term support and maintenance plans.</p>
B10.	<p>Training Describe your approach to training:</p> <p>Provide a training plan and schedule for all stakeholder groups. Provide a sample of your training material. Describe the 'train the trainer' training and how it prepares super-users to respond to questions from the end-users. Provide a brief overview of the training for all categories of users (i.e. key system administrators, employees and managers). Confirm that all training documentation will be provided in English, in an editable format (i.e. MS Word, PowerPoint) and/or online and will include:</p> <p>General reference material (i.e. system administrator and user guides, etc.); How to/quick steps;</p>

	<p>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.</p>
<p>Gap analysis and Requirements assessment</p>	
B12	<p>Gap Analysis 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:</p> <p>Assessing ICBA's current processes. Refining and recommending process changes to facilitate configuration. Reducing or eliminating the need for customization.</p>

ANNEX C – Financial Proposals template

Item	Description	Unit Price AED	Quantity	Total Price AED
Dynamics NAV Full User Licenses				
Dynamics NAV Limited User Licenses				
(Other Licenses as Applicable)				
Gap Analysis				
Configuration and Implementation (per module)				
Other				
Payment Schedule				
Note: ICBA payment terms: Net 30 days				