



Enterprise Resource Planning (ERP) Evaluation

A0036-ERPEVAL/2022-001

ACDI VOCA RESPONSE TO QUESTIONS

Proposal Submission Deadline:	4:30pm EST 12 Dec 2022
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1. ACDI/VOCA Team Structure

1. Can you help us gain additional insight into the project team structure, including:
 1. Who is the leading decision-maker on the project? (The individual ultimately responsible for the project execution and success)
ACDI/VOCA Response:
The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.
 2. Who are the executive sponsors? Who is the lead executive sponsor?
ACDI/VOCA Response:
The Executive Project Sponsors. The project is co-sponsored by the CFO and SVP of HR.
 3. Who is included in the steering committee?
ACDI/VOCA Réponse: The project governance structure which list all the project stakeholders their roles and responsibilities will be provided when the selected vendor comes onboard.
 4. Who are the business and functional sponsors?
ACDI/VOCA Response:
The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.
 5. Who are the technical sponsors?
ACDI/VOCA Response:
The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.
 6. Who are the SMEs involved?
ACDI/VOCA Response:
The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.
 7. Will there be an internal PM assigned to the project? Or shall we expect to provide the PM support?
ACDI/VOCA Response:
Yes, there is an ACDI/VOCA Project Manager already assigned. The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.
 8. Will the field office teams/leadership be involved in the project? If so, what is their involvement?
ACDI/VOCA Response:
Yes, the country office project stakeholders and leadership team will be closely involved in this project, attending meetings, workshops and providing input to the project deliverables. They will be responsible for reviewing, providing feedback and sign offs on all the deliverables before completion (for example, current state and future state recommendations of business requirements, process diagrams, data models, RACI, etc.)
The complete description of the project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.

9. What is the current state of the IT team’s involvement in the finance technology? How are they involved on a day-to-day, and if not answered above, how will they be involved in this initiative?

ACDI/VOCA Response:

The IT team is involved in this project, participating in meetings, and providing input to the deliverables developed by the selected vendor.

- Senior Director of Finance Systems configures and maintains Unit4 BW ERP and some support for Concur and UKG as they relate to Unit4 BW ERP
- Project Accounting development and maintenance of FARIS
- Day-to-day systems support for QB, FARIS, Unanet from Project Accounting, day-to-day systems support for Unit4 BW ERP from Senior Director of Finance Systems
- Concur maintenance and troubleshooting support from Corporate Accounting team
- UKG maintenance and troubleshooting support from Corporate Accounting and HR teams
- IT team supports services on which the finance software is supported – e.g., server migrations, server maintenance and support
- IT team manages SharePoint

The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.

2. Budget

1. Is there a budget allocated for this project? If so, are you able to share the budget?

ACDI/VOCA Response:

ACDI/VOCA will not be sharing the budget amount. All vendors must provide their professional service cost estimates for project delivery. The proposed price is one of the evaluation factors and will be used for best value determination.

3. Timeline

1. Is there an ideal timeframe for Phase 1 (i.e., length/duration)?

ACDI/VOCA Response:

All vendors must provide a tentative project schedule of their tasks/deliverables as part of their proposal submission.

2. Do you have an ideal project kickoff date?

ACDI/VOCA Response:

ACDI/VOCA’s target is that the vendor procurement process will be completed by end of January 2023. The vendor that is selected will be onboarded by 2/1/23 for project kick off.

4. Deliverables

1. Is there a preferred format for the current + future state process flows, models, and diagrams (e.g., Word, Visio, Excel, PowerPoint, etc.)?

ACDI/VOCA Response:

You can provide the original version of the documents in Visio and also a Word and/or PowerPoint version for presentation purposes and access for review and comments by the Stakeholders who do not have Visio.

2. Is there a preferred format for the current + future state data and interface documentation (e.g., Word, Visio, Excel, etc.)?

ACDI/VOCA Response:

You can provide the original version of the documents in Visio and also a Word and/or PowerPoint version for presentation purposes and access for review and comments by the Stakeholders who do not have Visio.

3. Can you provide additional context around the level of detail expected for the following two documents (e.g., data details to the field level, interface code)?

1. Data Models and Data Dictionaries (Current State + Future State Recommendations)

ACDI/VOCA Response:

The deliverable should be developed based on your analysis and expertise on what level of information should go into data models and data dictionaries.

2. System Interface Control and Design Documents (Current State + Future State Recommendations)

ACDI/VOCA Response:

The deliverable should be developed based on your analysis and expertise on what level of information should go into the SICD deliverable.

4. Could you provide us with a ballpark estimate of the number of interfaces to be documented as part of the current-state assessment?

ACDI/VOCA Response:

Please refer to the Program Background Section of the RFP.

5. Current State Discovery sessions

1. How many stakeholders do you anticipate will be part of the current-state discovery session?

ACDI/VOCA Response:

Around 25 stakeholders. The project governance structure which list all the project stakeholders, their roles and responsibilities will be provided when the selected vendor comes onboard.

2. Are you open to the discovery sessions being held by key functional area and activity group (e.g., Sales to Cash – Billing, Sales to Cash – Cash Collections)? If so, how many total sessions do you anticipate?

ACDI/VOCA Response:

Yes, we are open to discovery sessions/workshops being held by key functional area and activity group. ACDI/VOCA's assumption is that the vendor selected will bring their business analysis expertise to structure how the discovery phase should run.

3. Can you confirm the following are the key functional areas in scope: Requisition to Pay, Sales to Cash, Record to Report, Hire to Retire and Accounting & Management Reporting? Are there any not mentioned?

ACDI/VOCA Response: Yes, these functional areas are in scope. A more detailed list of the areas in scope for A&F and HR are as follows, but not limited to

Accounting and Finance

- Accounts Payable
- Accounts Receivable
- Indirect Expenditure Allocation (cost centers and pools)
- Project Costing and Billing
- Revenue Recognition
- Fixed Assets
- Prepaid Expenditures
- General Ledger
- Procurement
- Subawards Management
- Payroll (US domestic including multi-state, foreign country domestic, and cross-border)
- Employment-related taxes and compliance
- Time and Attendance/Labor Allocation

- Treasury (US domestic, foreign country domestic, and cross-border)
- Non-employment related taxes and compliance
- Budgeting and Forecasting
- Financial Reporting
- Consolidation (FO to HO)
- Consolidation (Subsidiaries to Parent)
- Storage of supporting documentation
- Audit responses and support

Human Resources

- Recruiting and Applicant Management
- Reference Checks
- Onboarding
- Termination
- Exit Interview
- Compliance
- Compensation
- Performance Appraisal
- Training
- Benefits, Life Events, Open Enrollment, Retirement
- Carrier File Transmission
- Leave Administration, Paid Time Off
- COBRA
- Payroll
- Taxes
- Time and Attendance/Labor Allocation
- Employee Self-Service
- Manager Self-Service
- Reporting
- Employee Engagement

6. Current Solutions

1. Unit 4

- What version of Unit 4 are you currently running?

ACDI/VOCA Response :

UNIT 4 ERP Version 7.9.

- Has there been discussions around evaluating optimizing or re-implementing Unit 4 or are only new ERPs in scope for consideration for future state?

ACDI/VOCA Response :

We have not made any decisions with respect to the software platform/provider for future-state ERP, but the current ERP is in scope for consideration in addition to new ERPs. Such decisions will follow based on the content of deliverables to be produced by the selected vendor and future phases of this project.

2. What is the biggest challenge with integrating subaward management (SAM and/or SAFYRA) and Unit 4 today?

ACDI/VOCA Response :

This is one of the elements of this RFP's SOW.

7. The Vendor Resources

1. Will this work be performed remote, onsite or hybrid? If onsite or hybrid, can you confirm the location of the office(s) where the work will be performed?

ACDI/VOCA Response

The work will be mostly performed remotely via Teams except for major reviews, walkthroughs and whiteboarding sessions, we may request a hybrid meeting where the vendor will have to be onsite along with other participants.

The onsite location is Washington, DC -> 50 F Street, NW, Washington, DC.

2. Is the team open to Vendor leveraging subcontractors for specific technical tasks and if so, will this impact ACDI/VOCA's decision in any way (e.g., Systems Security Risk Assessment)?

ACDI/VOCA Response

ACDI/VOCA is open to the primary vendor using subcontractors as long as the primary vendor assumes all responsibilities and accountability for the work performed. Also the primary vendor remains solely liable to the Contract. ACDI/VOCA will not enter into any 3rd party agreement with a subcontractor.

8. Terms and conditions

1. Could you confirm whether there is flexibility to structure the agreement as a time and materials contract, as opposed to firm fixed price?

ACDI/VOCA Response:

Firm Fixed Price Contract is preferred.

9. Selection process

1. If we are downselected as part of the RFP evaluation process, will we have an opportunity to meet and present with the selection committee and/or invite us for an information exchange?

ACDI/VOCA Response:

Our goal is to complete the vendor evaluation process in a timely manner based on the written proposals submitted. However, if we determine that a meeting is required for further evaluation, all vendors who respond to the RFP will be granted the same opportunity for a meeting.

10. Is the desired outcome in this phase to provide specific recommendations on systems and/or platforms to replace current state architecture?

ACDI/VOCA Response:

An outcome of this phase is an evaluation of the current state which includes evaluating existing technologies to determine whether they need to be leveraged more appropriately or be replaced.

The objective of this phase is as follows:

- Evaluate, assess, define, and document the business process flows and models underlying all of the above-listed systems. This includes decomposing existing functionality across existing systems so that there can be a systematic evaluation of product fit to requirements.
- Develop recommendations for business process improvements, systems and data governance, and options for systems modernization and digital transformation of Enterprise Resource Planning and Management processes at ACDI/VOCA.
- Sign off/approval received from all ACDI/VOCA Business Stakeholders on all documentations (e.g., business and system requirements, data flows, business process models, RACI, final findings & recommendation report, etc.) for the current state and recommendations for future state business processes and system for ACDI/VOCA Multi-Client Enterprise Resource Planning and Management.

11. Is the intention for the assessment scope to focus on the Home Office or be inclusive of all country offices? Or the Home Office and Columbia?

ACDI/VOCA Response:

The scope of this project is to evaluate, assess, define, and document business requirements, process flows, and models related to the functions at ACDI/VOCA in the Home Office, Country Offices (not only Colombia) and its affiliates.

12. How would you rate ACDI/VOCA's attitude to change? Both at the home office and country offices?

ACDI/VOCA Response:

ACDI/VOCA has a positive attitude towards change.

13. Is the overall goal to use all available functionality through Unit 4 and consolidate data structure? For example, is the desire to use the HR module and discontinue UKG?

ACDI/VOCA Response:

We have not made any decisions with respect to the software platform/provider for future-state ERP. Such decisions will follow based on the content of deliverables to be produced by the selected vendor and future phases of this project.

Please refer to the RFP's SOW section.

14. Is ACDI/VOCA aware of specific functionality that is not being addressed by the current systems in place? (understanding that you are looking for an assessment, but wondering if there are any glaring gaps)

ACDI/ VOCA Response:

There are definitely gaps in the current systems and the reason for this project phase 1 is to engage a vendor that will evaluate, assess, define, and document business requirements, process flows, and models including process gaps. The selected vendor will perform a thorough analysis to identify and document all the gaps. Please note that business process gap closure and system selection are out of scope for this phase of the project and are therefore not included in this RFP's Statement of Work.

15. How is Dynamics CRM currently being used ?

ACDI/VOCA Response:

Dynamics CRM is used to track opportunities and accounts involved in our business development processes.

16. Are localization modules available through Unit 4? How many countries/languages would need to be used?

ACDI/VOCA Response:

Please note that business process gap closure and future-state system selection are out of scope for this phase of the project and are therefore not included in this RFP's Statement of Work.

17. Are projects entity or location specific, are they shared or both?

ACDI/VOCA Response:

Projects can be entity and location specific or shared.