

Request for Proposals

Enterprise Resource Planning (ERP) System

RFP released: 17 January 2023
Deadline for Questions: 07 February 2023
Deadline for Proposals: 5pm 14 February 2023

Callaghan Innovation
69 Gracefield Rd
Wellington

Released under the Official Information Act

This opportunity in a nutshell

What we need

We're seeking an integrated enterprise resource planning (ERP) solution that enables implementation of new system capabilities efficiently with a single provider with an integrated technology stack. To improve our efficiencies across the business, we intend to simplify and standardise our business processes across all corporate functions; procuring an ERP will help us achieve this goal.

The purpose of this RFP is to select a single technology solution and receive recommendations for a delivery partner. Ideally, the technology we select will serve Callaghan Innovation for the better part of a decade by covering as many of the following modules as possible (in order of importance):

- Financial management information system (FMIS). Current system; Microsoft Navision + MiBi
- Human resources information system (HRIS). No incumbent system.
- Procurement management information system (PMIS). No incumbent system.
- Asset management information systems (AMIS). No incumbent system.

While all systems above are in scope of this procurement, **FMIS and HRIS** will be the focus of our evaluation. The following table sets out the key characteristics we're looking for in an ERP solution.

Solution Requirements	Description
Cloud SAAS solution	The technology solution will be a Cloud Software-as-a-Service type, placing responsibility for the application, operating system, and infrastructure on the technology provider, in alignment with Government's Cloud First Policy .
Baseline people data	Consistent and reliable people data will flow seamlessly between our finance and human resource systems
Secure architecture	The solution will utilise modern protection mechanisms, providing acceptable levels of defence from malicious actors.
Data security, privacy and sovereignty	All data will be owned by Callaghan Innovation and controls in place to protect data, including personally identifiable information, to relevant standards.
Scaleable functionality	The solution will be implemented as part of a phased approach and hence will require the ability to easily add modules over time.
User experience	Our users require a simple, logical, process driven user interface.
Configuration not customisation	Almost all functional requirements can be met without custom development.
Supported	The solution provider should have an NZ presence and provide local support with support hours aligned to NZ business hours.
Accessible via integration platforms	The solution must "play nice" with integration platforms, allowing fit with our existing application portfolio.
Evergreen release path by design	The solution must demonstrate a commitment to an evergreen release pattern, with a clear technical roadmap with a defined upgrade path that is published early and socialised with clients to enable meaningful adoption, with the ability to preview enhancements in an early release adoption offering.

Why should you bid?

This is an opportunity to work with a unique organisation which provides a single front door to New Zealand's innovation system. Callaghan Innovation works closely with government departments, agencies, research institutions, polytechnics, and universities to help businesses turn ideas into internationally marketable products quickly and successfully.

The Successful Respondent will be our core ERP provider that we'll be engaging over the years to adapt our corporate system needs. We anticipate this technology will enable a significant change in how our people innovate, collaborate and focus on high value work.

A bit about us

Callaghan Innovation is New Zealand's innovation agency. We activate innovation and help businesses grow faster for a better New Zealand. We partner with ambitious businesses of all sizes, delivering a range of research and development (R&D), commercialisation and innovation services. Our staff – including more than 200 of New Zealand's leading scientists and engineers – empower innovators by connecting people, opportunities and networks, and providing tailored technical solutions, skills and capability development programmes, and co-funded grants.



We also enhance the operation of New Zealand's innovation ecosystem, working closely with the Ministry of Business, Innovation and Employment, New Zealand Trade and Enterprise, New Zealand Venture Investment Fund, Crown Research Institutes, and other organisations that help increase business investment in R&D and innovation. We operate from five urban offices and a regional partner network in a further 12 locations nationwide.

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SECTION 1: Key information

1.1 Context



- a. This Request for Proposal (RFP) is an exclusive invitation to suitably qualified suppliers to submit a Proposal for the contract opportunity. This RFP is a single-step, closed procurement process.
- b. Words and phrases that have a special meaning are shown by the use of capitals e.g. Respondent. Definitions are at the end of [Section 6](#).

1.2 Our timeline



- a. Here is our timeline for this RFP (NZ dates and times)

Steps in RFP process:	Date
Deadline for Questions from suppliers	7 February 2023
Deadline for the Buyer to answer suppliers' questions:	10 February 2023
Date of the supplier briefing session:	26 January 2023
Deadline for Proposals:	5pm 14 February 2023
Respondents' demonstration:	Week starting 30 January 2023
Unsuccessful Respondents notified of award of Contract:	March 2023
Anticipated Contract start date:	01 April 2023

1.3 How to contact us



- a. While the RFP is in the market, all RFP enquiries **must** be submitted via the Q&A function in GETS.
- b. If you would like to attend our supplier briefing session please email our Point of Contact to register.
- c. **Our Point of Contact:** procurement@callaghaninnovation.govt.nz

1.4 Developing and submitting your Proposal



- a. This is a closed, competitive tender process. The RFP sets out the step-by-step process and conditions that apply.
- b. Take time to read and understand the RFP. In particular:
 - i. develop a strong understanding of our Requirements detailed in [Section 2](#).
 - ii. in structuring your Proposal consider how it will be evaluated. [Section 3](#) describes our Evaluation Approach.
- c. For helpful hints on tendering and access to a supplier resource centre, see [this guide](#).
- d. If anything is unclear or you have a question, ask us to explain via GETS.
- e. In submitting your Proposal you **must** use the Response Forms provided.
- f. You must also complete and sign the declaration at the end of the Response Form.
- g. Check you have provided all information requested, and in the format and order asked for.
- h. Please ensure you get your Proposal to us before the Deadline for Proposals

1.5 Address for submitting your Proposal



- a. Proposals must be submitted electronically via GETS.

1.6 Our RFP Process, Terms and Conditions



- a. **Offer Validity Period:** In submitting a Proposal the Respondent agrees that their offer will remain open for acceptance by the Buyer for three calendar months from the Deadline for Proposals.
- b. The RFP is subject to the RFP Process, Terms and Conditions (shortened to RFP-Terms) described in [Section 6](#). We have not made any variation to the RFP-Terms.

1.7 Later changes to the RFP or RFP process



- a. If, after publishing the RFP, but before the Deadline for Proposals, we need to change anything about the RFP, or RFP process, or want to provide potential suppliers with additional information we will let all potential suppliers know by placing a notice on the Government Electronic Tenders Service (GETS) at www.gets.govt.nz
- b. If, after the Deadline for Proposals, we need to change anything about the RFP, RFP process, or want to provide respondents with additional information, we will notify the respondents, but are not obliged to notify all potential suppliers.
- c. If you downloaded the RFP from GETS you will automatically be sent notifications of any changes through GETS by email.

SECTION 2: Our Requirements

Let's have a chat...

To supplement the information provided in this RFP, we're conducting a video briefing that one person from each Respondent may attend. This is being held at 11:00am 26 January 2023. Respondents will have an opportunity to ask questions of the Project Lead (this will not be an opportunity to ask technical questions). Please note, attendees may learn of other potential suppliers intending to respond to this RFP through this call – attendee names may not be blocked. Respondents will be able to access the meeting via an addendum we place on our GETS listing closer to the date. For those that can't attend, we plan to upload a copy of the slides used as a separate attachment following the session.

2.1 Background

This procurement relates to the purchase of a modern Enterprise Resource Planning (ERP) solution. We are focusing on the Financial Management Information Systems (FMIS) and Human Resource Information Systems (HRIS) first, however we would also like to explore future integration opportunities across other corporate systems. Callaghan Innovation has not had an integrated ERP system in the past so we're excited to explore the benefits from this approach.

The objectives of this procurement are to:

1. maximise public value and future-proof ourselves by selecting a fit-for-purpose ERP solution
2. receive suitably capable and experienced candidates for our delivery partner
3. minimise disruption to our people in implementing new ERP technology
4. align with generally accepted processes and approaches
5. ensure New Zealand businesses have an opportunity to be involved in delivering the work

This is a closed competitive procurement process. We have carefully selected a fixed number of recipients for this RFP based on our market research and perceived fit with our requirements. Should we decide to not select any respondent from this RFP, we reserve the right to reapproach the market with an alternative tendering approach.

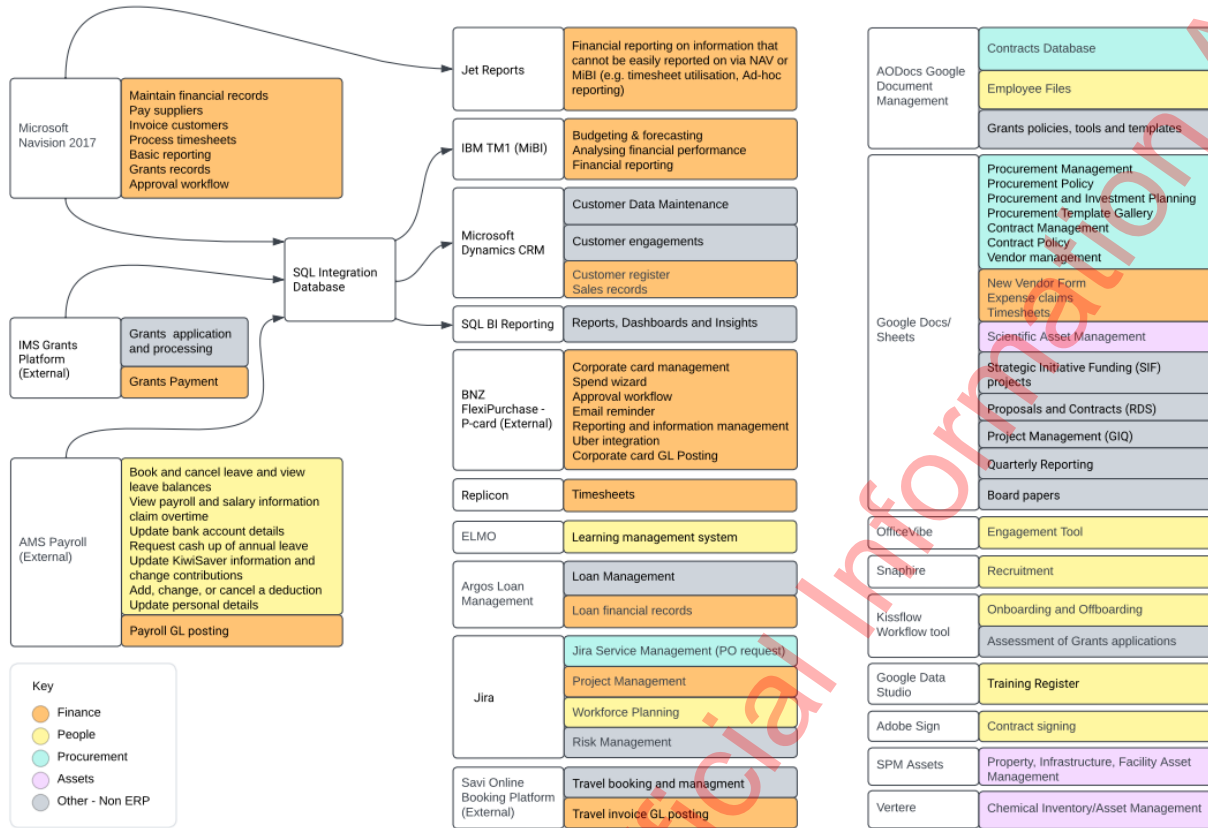
2.2 Current State

We currently use Microsoft Navision for our FMIS solution, supported by MiBi for reporting functionality. The table below sets out our usage profile.

Approximate full-time equivalents (FTEs)	Current	Description
Employees	425	Permanent, temporary, fixed-term
Contract resources	105	Contractors and third-party contractors
Total staff	530	
NAV No/low use users	186	General staff
NAV Medium use users	290	Self-service users - People leaders, cost centre managers, project managers
NAV High use users	54	Power users – finance, human resources, procurement
MiBi High use users	60	Power users – finance, human resources, procurement
MiBi Medium use users	15	Self-service users - People leaders, cost centre managers, project managers
HRIS, AMIS, PMIS	0	No systems in place

Below is a diagram illustrating our current systems environment. Respondents should review this carefully to help ensure they proposed fit for purpose solutions.

Current State High Level Corporate Systems and Processes



2.3 What we're buying and why

The key outcomes we would like to achieve which respondents should keep in mind when developing their responses include:

- standardising our processes, procedures, and behaviours with generally accepted best practice (potentially aligning with the [All of Government Common Process Model](#));
- freeing up our people's time and enabling them to focus on higher impact work;
- accessing and using our corporate systems anywhere at any time;
- great customer experience with the function to seamlessly interact with other tasks such as timesheets and core people data;
- ability to run the function in a safe and secure manner; and
- aligning with overarching strategic approaches including:
 - a single source of truth for all corporate systems data
 - a single way to integrate to all other applications outside the corporate system environment
 - a single cloud technology stack that's secure, scalable, and resilient

Our intention is to select one technology provider to meet all FMIS, HRIS, PMIS, AMIS and potentially other ERP-related corporate system requirements over the next five to ten years Any agreement we enter into will not constitute an exclusive arrangement for these systems or their individual components. For example, when we come to implement an AMIS, we may decide to explore alternate providers if we think more suitable options are available.

Below sets out our functional requirements for an ERP solution. We have limited these to base requirements only. We expect to explore a more detailed version of our requirements with Respondents following this RFP.

FMIS Functional Requirements (summarised)	HRIS Functional Requirements (summarised)
<ul style="list-style-type: none"> • Accounts Payable • Expense management • Project Accounting • Timecards/ Timesheets • Fixed assets 	<ul style="list-style-type: none"> • Recruitment • Onboarding • Strategic workforce planning • Performance management and career planning

<ul style="list-style-type: none"> • Accounts receivable • Budgeting, Forecasting & Reporting • Fully supported through mobile, tablet and laptop • Inventory • Cash Management/ Bank reconciliation • General Ledger • Access, Security & Internal Control • Integration • Licence tracking/management • Advanced search and filtering functionality (e.g. Ability to search by other information, such as product/ items other than just PO/ invoice) • Ability to accept chemical symbols (special characters) 	<ul style="list-style-type: none"> • Staff movements • Learning and Development • Remuneration planning • Remuneration administration • Employee self-service portals • Benefits planning and administration • Time and attendance administration • Insights and analytics dashboard • Employee engagement • Payroll administration • Employee information/data management • Exit management • Organisational design and management • Integration options • Compliance • Employee relations
PMIS Functional Requirements (summarised)	AMIS Functional Requirements (summarised)
<ul style="list-style-type: none"> • Supplier Directory • Requisition/ Purchase Order Management • Contract Management • Sourcing • Supplier Relationship Management 	<ul style="list-style-type: none"> • Digital equipment maintenance • Property, Infrastructure, Facility asset management for different locations • Full integration with Project Accounting module • Full integration with Fixed Assets module

Our requirements refer to those features we desire for our ideal ERP solution; coverage across all requirements is not an expectation for this procurement. Instead, we're interested in which of these can be covered and which ones cannot. We know other technologies may be required to achieve coverage across all requirements.

We're focusing on FMIS and HRIS together because we recognise the dependencies these systems have on one another. In selecting a technology that can do both of these systems well, we expect our people data will be able to seamlessly flow between the systems and deliver a seamless and coordinated user experience.

2.4 Solution Demonstrations and Interactive Workshops

We recognise a written RFP response only tells part of the story. We're eager to meet you in-person to discuss our detailed requirements and witness your technology solution in action. We anticipate undertaking the following:

Name	Description	Duration	Format	Timing
Technology Demonstration	The aim of this is to familiarise the evaluation panel with your FMIS and HRIS systems at a high level prior to evaluating and scoring your written RFP response. Optional.	1 hour	Virtual	Before the RFP deadline
Workshop	This workshop will be used to demonstrate how your technology solution responds to predefined usage scenarios based on our detailed requirements (provided prior). There will be opportunities to discuss our requirements, current state, implementation plan etc. Required.	Half - full day	In-person	After RFP deadline

We'll be in contact with you to set up the above demonstration and workshop.

2.5 Proposed contract term

We anticipate contract commencement will be 1 April 2023. Please note dates and duration of contract are subject to possible changes (for example, through negotiation).

Description	Years
Initial term of the Contract	2 years
Options to extend the Contract	Up to 3 extensions of two years each i.e. 2+2+2+2
Maximum term of the Contract	8 years

2.6 Key project milestones

The following are the key outcomes that we want a provider to help us achieve.

Key milestones	Indicative date for delivery
Programme kick-off & discovery: document current state, define business requirements, deliver detailed workplan	May 2023
Future state design (system & process)	June 2023
Detailed design (system & process)	August 2023
Testing	January 2024 - post launch
System launch	Mid-2024
Project management of implementation	Throughout
Training and support	Throughout and post launch
Change management (including strategy)	Throughout
Data migration (including strategy)	Throughout

2.7 Our tender documents

The following documents make up this tender.

Document	Description
This RFP document	Sets out our scope, requirements, and how we'll select a provider
Written Response Form	Contains key questions that respondents need to answer (MS Word Doc)
Requirements Response Form	Contains a questionnaire covering all functional requirements (Excel Spreadsheet)
Terms and Conditions	The RFP terms and conditions Respondents must agree to upon submitting a Proposal (MS Word Doc)

2.8 Multiple systems

Our preference is for each Respondent to recommend one ERP system based on fit with our requirements. If Respondents have a second ERP system they would like us to consider, they should submit an additional separate proposal.

2.9 Delivery Partner

We're also using this RFP to help identify a delivery partner who will be responsible for:

- Leading our implementation of the technology
- Ongoing support throughout our continued use of the modules
- Future amendments to our ERP technology stack over time, for example, the addition of PMIS and AMIS modules.

You are requested to suggest up to three possible candidates for the delivery partner with overviews of why each candidate is being recommended. The extent to which you understand our requirements and select fit for purpose candidates may influence our evaluation of your proposal. Your candidates must be formally certified to implement your technology.

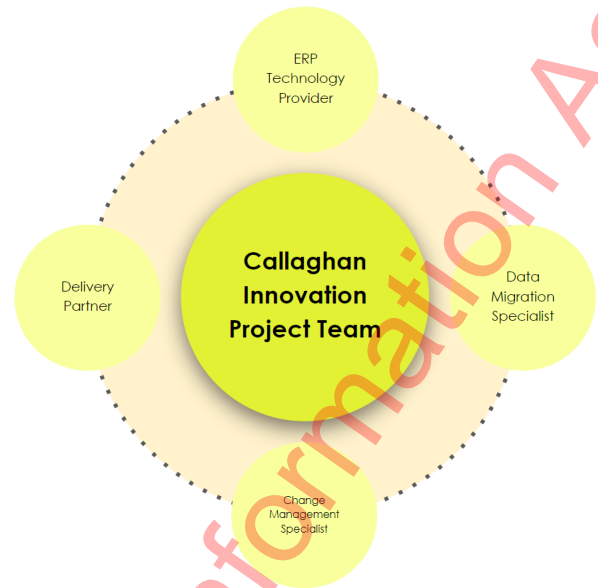
We encourage you to engage candidates to understand their ability to meet our requirements. In considering candidates, respondents should take into account our evaluation criteria below which we aim to use to select our preferred partner. We encourage you to review these carefully and discuss these with those you think will make suitable candidates.

Evaluation Criteria:	Weighting:	Description (we're interested in...):
Minimum expectations	Non-weighted	<ul style="list-style-type: none"> • Majority of personnel working on the project will be New Zealand based with knowledge of the typical workings of New Zealand government agencies. • Ability to complete implementation by Mid 2024. • Demonstrable financial viability • Adequate insurance to cover the engagement; • Compliance with all applicable legislation. • Successful track record with similar projects • Sufficient capacity to deliver the project amidst current labour challenges in the NZ IT sector • Expert knowledge about the ERP technology and collaborative relationship with the technology provider
1. Technical Competency	40%	<ul style="list-style-type: none"> • Extent to which the provider can navigate a complex change programme and meet the procurement objectives • Extent to which the draft implementation is realistic, reflects our requirements, and is likely to deliver successful outcomes • Understanding and ability to implement standard FMIS and HRIS government processes and controls (for example, the AoG common process model)
2. Diversity	25%	<ul style="list-style-type: none"> • Extent to which diversity features in the provider's value proposition • Extent to which the provider supports minority demographics (for example, Māori, women, and Pacifica) by involving them in their business or supporting industry initiatives • Impacts winning this procurement opportunity may have on the provider's diversity levels
3. People and Experience	20%	<ul style="list-style-type: none"> • Presence of on-ground staff in New Zealand • Implementation team credentials and levels of expertise • Extent to which successful implementations have been completed customers of a similar nature to Callaghan Innovation
4. Workplace Culture	15%	<ul style="list-style-type: none"> • Extent to which the provider operates ethically and supports the health and wellbeing of their staff and the people they work with.
5. Pricing and Resourcing	Non-weighted	<ul style="list-style-type: none"> • Estimated whole of life cost of the engagement • Extent to which the resourcing is appropriate for the work required • Approach to help ensuring cost certainty

We expect to select our delivery partner by assessing the candidates through workshops. Workshops will provide the opportunity for candidates to explain how they would implement the chosen ERP technology and work with our project team. More details about how we intend to select our delivery partner will be accessible once we've reviewed the candidates.

Should we decide not to select any of the candidates provided to us by Respondents through this RFP, or, if we think more suitable providers exist, we reserve the right to conduct an alternative tendering process (for example, by issuing a separate RFP).

In addition to the delivery partner (and separate to this RFP) we aim to use an external change management specialist and data migration specialist to support this project (see right). The technology provider and delivery partner will be expected to work effectively with all parties and their ability to do this may influence how we evaluate their proposal.



SECTION 3: Our Evaluation Approach

3.1 Evaluation model

We are using weighted attributes to help select a technology provider. A 'two envelope' system will be used for the evaluation. This means that Respondents must provide all financial information relating to price, expenses and costs in a separate folder. The evaluation panel will firstly score each Proposal based on the weighted criteria listed below. Proposals will then be ranked according to their scores. Following completion of the scoring the financial information will be presented to the panel. The panel will then assess which Proposals to shortlist based on the best public value over the whole-of-life of the Contract.

3.2 Minimum expectations

Below sets out the minimum standards that we expect all respondents to meet in order to submit a compliant proposal.

#	Minimum Expectations
1	<p>Financial stability</p> <ul style="list-style-type: none"> The Respondent confirms there are no proceedings (including, but not limited to, bankruptcy, de-registration, insolvency), either actual or threatened, against the Respondent or related or associated entities, including any over the last five years. The Respondent confirms neither themselves nor associated entities are currently in default of any arrangement or contract that would be likely to adversely affect your financial capacity to provide services. The Respondent confirms there are no other factors which might affect the financial viability of the Respondent to successfully provide the services as detailed in the RFP. The Respondent confirms they are solvent and able to meet all debts as and when they fall due in the normal course of business. The Respondent confirms there are no pending mergers/acquisitions or litigations, either actual or threatened, against them.
2	<p>Insurance</p> <p>The Respondent confirms that the Respondent holds:</p> <ul style="list-style-type: none"> Professional Indemnity insurance to the value of at least \$5M Public Liability Insurance to the value of at least \$5M

	<ul style="list-style-type: none"> • Cyber Security Insurance to the value of at least \$5M • The Respondent can provide evidence of the above if requested.
3	<p>Organisational Conduct</p> <p>The Successful Respondent must adhere to standards and codes of practice that would reasonably be expected to be followed and/or applied by a prudent and experienced business in New Zealand, including any codes of conduct issued by the New Zealand Government from time to time (including those set out on the New Zealand Government Procurement website). The Respondent confirms it can provide:</p> <ul style="list-style-type: none"> • Evidence of measures being taken to implement corporate social responsibility and ethical practices, (including any on-going investment in staff development); • Details on performance over the past two years with regards to complying with Reasonable corporate social responsibility requirements • Details on the nature of any events including steps taken to address and/or remedy the situation regarding any incidents or occurrences that have fallen short of such requirements.
4	<p>Availability</p> <p>The Respondent confirms they have capacity to support implementation of the Buyer's FMIS system by July 2024.</p>
5	<p>Local resources</p> <p>The Respondent confirms they have personnel based in New Zealand that, if required, could support the implementation process of their ERP solution.</p>
6	<p>Legal compliance</p> <p>The Respondent confirms their ERP solution has the ability to meet, and will enable Callaghan Innovation to comply with, all relevant legislation and standards, including:</p> <ul style="list-style-type: none"> • Public Finance Act 1989 and 2013. • Privacy Act 2020. • Public Records Act 2005 and associated Information and Records Management Standard (Archives NZ). • the New Zealand Government Web Standards, including: <ul style="list-style-type: none"> ◦ Web Accessibility Standard 1.1, NZ Digital government; ◦ Web Usability Standard 1.3, NZ Digital government. • NZ Information Security Manual, or equivalent standard for the hosting location.
7	<p>Cloud SaaS</p> <p>The Respondent confirms their technology solution is cloud software-as-a-service, in which the Respondent has responsibility for the application, operating system, and associated infrastructure.</p>

If our initial assessment reveals that a Proposal is deficient against the minimum expectations then we will determine whether to:

- contact the Respondent with a view to them correcting the deficiency; and/or providing any necessary clarification; or
- reject the Proposal.

In deciding which course of action to take, we will take into account (amongst other things) the extent of the deficiency and whether providing an opportunity to remedy the deficiency would materially advantage and/or materially disadvantage other Respondents.

3.3 Evaluation criteria

We have weighted our requirements based on their importance to us. Conversely, price (value for money) is not weighted but will be a key determinant in our selection of a Successful Respondent.

Evaluation Categories	Descriptions	Weighting
Criteria 1. Proposed FMIS Technology Solution		<u>40% of total score</u>

Technical Merit - ability of the proposed FMIS solution to meet the project objectives	Coverage of base functionality typical of a high quality and government-worthy FMIS solution	40%
	Alignment to our key FMIS requirements	30%
	User experience; users require a simple, logical, process driven user interface.	30%
Criteria 2. Proposed HRIS Technology Solution		<u>30% of total score</u>
Technical Merit - ability for the proposed HRIS solution to meet the project objectives	Coverage of base functionality typical of a high quality and government-worthy HRIS solution	70%
	User experience; users require a simple, logical, process driven user interface.	30%
Criteria 3. Fit with non-functional requirements		<u>20% of total score</u>
Scaleable functionality	The solution will be implemented as part of a phased approach and hence will require the ability to easily add modules over time (for example, PMIS and AMIS).	20%
Use of baseline people data	Consistent and reliable people data will flow seamlessly between our finance and human resource systems	20%
Support approach	The solution provider should have an NZ presence and provide local support with support hours aligned to NZ business hours.	20%
Accessible via integration platforms	The solution must "play nice" with integration platforms, allowing fit with our existing application portfolio.	20%
Evergreen release path by design	The solution must demonstrate a commitment to an evergreen release pattern, with a clear technical roadmap with a defined upgrade path that is published early and socialised with clients to enable meaningful adoption, with the ability to preview enhancements in an early release adoption offering.	20%
Criteria 4. Organisational Conduct		<u>10% of total score</u>
People and wellbeing	Approach to ensuring employee wellbeing	50%
	Extent to which diversity is a key principle in the organisation	50%
Criteria 5. Security		
Security Risk	Level of risk associated with secure architecture, and data security, privacy and sovereignty. Ideally, the solution will utilise modern protection mechanisms, providing acceptable levels of defence from malicious actors. All data will be owned by Callaghan Innovation and controls in place to protect data, including personally identifiable information, to relevant standards.	Non-weighted
Criteria 6. Delivery Partner		
Delivery Partner Candidates	Recommended delivery partners	Non-weighted
Criteria 7. Value for Money - non-weighted		
Pricing	Licensing and hosting costs versus other respondents. Potential sources of added value.	Non-weighted

Scoring will be completed via review of written Proposals and by considering the interactions with providers in demonstrations and workshops.

Some evaluation criteria are non-weighted. This means they will not be quantitatively scored as part of the calculation of the provider's overall score. Instead, the results of these assessments will be compared with the provider scores to inform the selection on a public value basis. For the purposes of this procurement, non-weighted criteria are considered equally important.

3.4 Scoring

The following scoring scale will be used in evaluating Proposals. Scores by individual panel members may be modified through moderation processes across the whole evaluation panel. The judging of any evaluation criteria, weighting, rating, scoring assessment, moderation, valuing (including any assumptions, risk, or otherwise) and/or review in relation to this RFP process, will be judged in our sole discretion.

Rating	Definition	Score
EXCELLENT significantly exceeds the criterion	Exceeds the criterion. Exceptional demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10
GOOD exceeds the criterion in some aspects	Satisfies the criterion with minor additional benefits. Above average demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion. Proposal identifies factors that will offer potential added value, with supporting evidence.	7-8
ACCEPTABLE meets the criterion in full, but at a minimal level	Satisfies the criterion. Demonstration by the Respondent of the relevant ability, understanding, experience, skills, resource, and quality measures required to meet the criterion, with supporting evidence.	5-6
MINOR RESERVATIONS marginally deficient	Satisfies the criterion with minor reservations. Some minor reservations of the Respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	3-4
SERIOUS RESERVATIONS significant issues that need to be addressed	Satisfies the criterion with major reservations. Considerable reservations of the respondent's relevant ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	1-2
UNACCEPTABLE significant issues not capable of being resolved	Does not meet the criterion. Does not comply and/or insufficient information provided to demonstrate that the Respondent has the ability, understanding, experience, skills, resource and quality measures required to meet the criterion, with little or no supporting evidence.	0

3.5 Public Value and Selection

For Callaghan Innovation, public value means getting the best possible results over the life of the engagement using resources effectively, economically, and without waste - including benefits to ourselves, our stakeholders, minority demographics, the taxpayer, and the natural environment. Public value includes considerations that are not directly focused on price or the actual goods being procured. For instance, aspects of a Proposal that may be viewed favourably could include initiatives to improve worker conditions, support disadvantaged demographics across New Zealand, and invest in the natural environment.

The Successful Respondent may not be the respondent that scores the highest numerical scores against the weighted evaluation criteria. In our public value assessment, we will ensure the Successful Respondent has the optimal mix of the following:

- compliance with our minimum expectations
- numerical scores against our weighted evaluation criteria
- assessments against our non-weighted criteria
- levels of risk associated with the proposal
- overarching fit with our people and organisational culture
- due diligence findings
- any other elements that may support broader outcome initiatives not specifically requested in our tender documentation

Despite technical fit (for example, integration with existing systems, alignment to our security framework, etc.) being only a portion of a Respondent's final score, if we find technical issues with a Respondent that means the proposed solution is unlikely to meet our objectives, or, we have significant reservations in the validity of the information provided, then we will reserve the right not to select that Respondent or continue evaluating their response.

3.6 Evaluation process and due diligence

We intend to evaluate proposals using the following process:

- Proposals will be checked for compliance with the RFP process and minimum expectations
- Evaluation team members will score Proposals against the Evaluation Criteria using a 10-point rating scale.
- Weightings will be applied and an overall score calculated for each Proposal.
- Pricing will be analysed by modelling the whole of life costs.
- Requests for clarification and/or additional information may be sought from Respondents at any time (if required).
- Moderation meetings will work through consistency of scoring.
- Demonstrations and workshops may be undertaken at any time.
- Negotiations may be conducted with Shortlisted Respondents. This may include refinements to the proposed solutions.
- Final negotiation and approval processes will be conducted and a contract (if any) executed.

We may provide any Proposal(s) to independent advisers appointed by us for the purpose of carrying out an independent review of such Proposal(s) or to any relevant professional advisers.

We may undertake due diligence relating to any Respondent(s) at any time during the evaluation process (or any negotiation phase). The outcome of this process may be taken into account when determining the final outcome. Examples of due diligence activities we may undertake include:

- reference checks;
- interviews;
- presentations;
- interviews;
- site-visits;
- product tests;
- account audits;
- credit checks; and
- police checks

3.7 Negotiations

We're likely to negotiate with Shortlisted Respondents. This will be scheduled after the initial evaluation of Proposals. Negotiations may aim to seek agreement on matters such as conditions of supply, and the commercial propositions of the Proposal.

SECTION 4: Pricing information

1.4 Pricing information to be provided by respondents

Despite not being weighted, Price will be a key determinant in our selection of a Successful Respondent. Irrespective of other parts of a response, a Respondent's pricing must be competitive in order to be considered for selection. Respondents are to provide their Price as part of their Proposal using the form provided alongside this RFP. In submitting the Price, the Respondent must meet the following:

- Respondents are to use the pricing schedule template provided.
- The pricing schedule is to show a breakdown of all costs, fees, expenses and charges associated with the full delivery of the Requirements over the whole-of-life of the Contract. It must also clearly state the total Contract price exclusive of GST. Note, a five year timeframe has been used in the form for simplicity and despite the suggested maximum contract length being eight years.
- In preparing their Proposal, Respondents are to consider all risks, contingencies and other circumstances relating to the delivery of the Requirements and include adequate provision in the Proposal and pricing information to manage such risks and contingencies.
- Respondents are to document in their Proposal all assumptions and qualifications made about the delivery of the Requirements, including in the financial pricing information. Any assumption that the Buyer or a third party will incur any cost related to the delivery of the Requirements is to be stated, and the cost estimated if possible.
- Prices should be stated in NZ\$. Unless otherwise agreed, the Buyer will arrange contractual payments in NZ\$.
- Respondents should use the comment fields in the form to provide any relevant information that may assist us in comparing pricing responses across Respondents on a like-for-like basis.

SECTION 5: Our Proposed Contract

5.1 Proposed Contract

We invite respondents to propose their own contracts for provision of their ERP solution. We expect your contract will fall under one of the following categories:

- DIA Government Cloud Framework Agreement
- Other government collaborative contracts such as All-of-Government, common capability, CRI collective, or syndicated.
- Bespoke terms and conditions for this engagement

We remain open to how we contract with the delivery partner. We reserve the right to contract with the candidate(s) directly, or through a subcontracting arrangement with the Successful Respondent. We aim to discuss our Proposed Contract for the delivery partner with the candidates themselves.

SECTION 6: RFP Process, Terms and Conditions

Note to Respondents

- In managing this procurement the Buyer will endeavour to act fairly and reasonably in all of its dealings with interested suppliers and Respondents, and to follow due process which is open and transparent.
- This section contains the government's standard RFP Process, Terms and Conditions (RFP-Terms) which apply to this procurement. Any variation to the RFP-Terms will be recorded in Section 1, paragraph 1.6 of the RFP-Terms. Check to see if any changes have been made for this RFP.
- Words and phrases that have a special meaning are shown by the use of capitals e.g. Respondent, which means 'a person, organisation, business or other entity that submits a Proposal in response to the RFP. The term Respondent includes its officers, employees, contractors, consultants, agents and representatives. The term Respondent differs from a supplier, which is any other business in the market place that does not submit a Proposal.' Definitions are at the end of this section.
- If you have any questions about the RFP-Terms please email our Point of Contact.

We have provided the Terms and Conditions as a separate attachment to this RFP.
