Reference	Question	Answer
Cloud vs On Premise	We see a lot of advantages for UPU to migrated Dynamics in a SaaS platform. Is there a preference for one of these option ? Should estimate both scenarios ? Are you planning to migrate on single MS Dynamics BC cloud version? Are you planning to migrate Business Central to the cloud, or do you intend to keep it on-premise?	No preference; both scenarios should be evaluated.
Cloud vs On Premise	Is it possible to provide you with an answer based only on an Azure cloud environment?	Yes
Cloud vs On Premise	Is the current NAV environment hosted on-premise? If so, is the backend SQL Server used, and what version?	The current NAV environment is hosted on-premise and the backend is SQL server. The version of SQL server is mentioned in another answer below.
Data migration	Does the UPU intend to migrate the entire historical data into D365 BC, or only open transactions with opening balances? What is the scope of data migration (e.g., number of years of historical data, specific data sets)? Are there any legacy data clean-up requirements before migration?	UPU preference is that all data is available in the new platform. Important: in the current version of NAV, data is not archived. The costs of migration of the data should be identified in the offer; alternatives to the full migration of the data to the new platform can be proposed in the offer.
Database (entities)	How many companies are created in NAV 2016? Number of Companies / Legal entities For the purchasing process, how many items and suppliers do you manage ? How many entities are included in the scope of FIN-AC-01 (Consolidate accounts receivable from different entities)?	- 12 companies including one consolidation and one parameter - around 3000 suppliers - 5 entities in consolidated AR
Database (entities)	Can we get your current license file, as well as the list of modified objects in order to have an evaluation of the specifics installed on NAV?	Specific objects added to the license *(see table below)*

Specific objects added to the license

Object type	License inclusion	No of objects used
Tables	100	93
Pages	200	122
Reports	200	109
Codeunits	200	8
Xmlports	100	33

Reference	Question	Answer
Database (entities)	We understand that below master data entities will be migrated as it is, kindly share if any other master data entity has to be migrated - Chart of Accounts - Vendor Master - Employee Master - Customer Master - Item Master - BOM - Routing - Fixed Assets - Banks - Dimensions - Posting Groups, Payment Methods, Payment Terms	These are the main items
Database (entities)	Could you also provide information on the number of customization objects currently in place? Please share a comprehensive list of all customizations implemented in the current NAV system. Could you provide the Functional Requirement Document (FRD) and Technical Design Document (TTD) for the customizations in NAV? Number of Objects Customized : Number of Base Objects Customized : Customized Object Range :	This will be part of the project.

Reference	Question	Answer
Database (entities)	Please share count of total objects, modified objects, new objects with bifurcation (Table, Page, Report, Code unit, XMLPort, Query, Menu suite) from current NAV 2016 object list. Count of Objects + Total Objects Modified + Base Objects Modified + Objects Customized: - Code units - Page - Table - XML Port - Report - Query - Menu suite	<table><tr><th>Object type</th><th>Altered objects</th><th>Added objects</th><th>Objects edited in 2022</th></tr><tr><td>Tables</td><td>93</td><td>93</td><td>20</td></tr><tr><td>Pages</td><td>76</td><td>122</td><td>35</td></tr><tr><td>Reports</td><td>32</td><td>109</td><td>18</td></tr><tr><td>Codeunits</td><td>32</td><td>8</td><td>4</td></tr><tr><td>XMLports</td><td>1</td><td>33</td><td>4</td></tr></table> Changes have been brought to several tables involved in accounting. <table><tr><th>ID</th><th>Name</th><th>Last update</th></tr><tr><td>17</td><td>G/L Entry</td><td>03/09/2021</td></tr><tr><td>21</td><td>Cust. Ledger Entry</td><td>12/02/2021</td></tr><tr><td>25</td><td>Vendor Ledger Entry</td><td>09/03/2021</td></tr><tr><td>179</td><td>Reversal Entry</td><td>06/10/2017</td></tr><tr><td>271</td><td>Bank Account Ledger Entry</td><td>06/10/2017</td></tr><tr><td>379</td><td>Detailed Cust. Ledg. Entry</td><td>12/03/2018</td></tr></table>
Database (environment)	Number of Databases What is the size of the database? What is the current size of the database ? What is the size of the current NAV database? Database Size SQL Server Version	The current environment is composed of 1 SQL database (2014 version) of about 40 GB. Database server is using a MS SQL Server cluster feature (Active – Passive). No function, trigger or stored procedure have been added to the database.
Database (environment)	How many production instances are currently in place? Could you confirm if there is only one production instance (i.e., a single entity) involved in the upgrade?	Currently we have 1 environment of Production and 1 of Pre-Production (QUAL). Both environments will need to be migrated. Production environment counts 2 services pointing production database NAV_2016. Application server is not duplicated, both services are installed on same VM.
Database (environment)	Could you specify the exact version and build of Microsoft NAV currently in use?	Current version used is Nav 2016 (build 9.0.49575.0), with inclusion of Swiss Salary extension. JetReport is used as client add-on.
Database (environment)	Source BC Version :	Currently we do not use Business Central
Database (environment)	Target BC (Dynamics BC SAAS ?):	To be proposed by the bidders
Database (environment)	Number of Higher Environments :	Currently we have 1 environment of Production and 1 of Pre-Production (QUAL).
Database (environment)	Number of Dev Environments :	Currently we have 1 environment of Production and 1 of Pre-Production (QUAL).
Database (environment)	Does UPU follows any standard process for Release of the objects/extension and deployment ? Do we expect to implement CI/CD process for deployment?	UPU follows a standard release process that is currently not automated. Mainly, 1st deployment in a Testing environment for internal tests, then in Pre-Production for testing the deployment procedure and extend the tests to external stakeholders and then in Production. Pre-Production and Production environment are accessible only by the UPU network team.
Database (environment)	Is a global delivery approach preferred, or should all activities be confined to the U.S. geography only?	UPU is based in Bern (Switzerland) and the users of the application will be mostly the colleagues in Bern.
Database (modules)	Please share list of modules currently in use. Which modules are currently implemented in your NAV system?	Financial management, Sales and marketing, Purchase, Human Resources are currently in use
Database (modules)	Kindly share the list of ISV solutions deployed on NAV Are there any ISV addons deployed in existing NAV 2016 Databases?	The Swiss salary module has been customized to UN rules. Complex rules have been added to this module.
Database (users and rights)	Please share No. of user's department wise. Number of Users	- Around 70 users, current license for 25 concurrent users. - Full right only for DFI(Finance) and DRH (salaries) around 25 users - Limited right for department users A/R and A/P processes
Database (users and rights)	Can you share the Application Rights Matrix and outline your expectations from Business Central?	This will be part of the project.

Reference	Question	Answer
Database (users and rights)	As Navision is evolving form a concurrent license model to named users. Can you please give the expected number of named users for the following licenses : - Finance Business Central full user - Finance Business Central Team member (read only + approval - Payroll Business Central full user - Payroll Business Central Team member (read only + approval) - Payroll: number of employees getting a pay slip - HR manager (HR dept) - Manager (supervisor) - Employee with self service access : - Employee without self service access - Invoice dematerialization : avg number of invoices per month	To be determined during the project; here a rough estimate - Finance Business Central full user : 20 - Finance Business Central Team member (read only + approval): ? - Payroll Business Central full user: 5 - Payroll Business Central Team member (read only + approval): ? - Payroll: number of employees getting a pay slip: 280 - HR manager (HR dept): 2 - Manager (supervisor): ? - Employee with self service access : ? - Employee without self service access: ? - Invoice dematerialization : avg number of invoices per month: 150
Functional	FAQS finance, Interpreters, Publications What are these solutions used for ? What will be the flows with the ERP ? Can you provide us a schema to understand the architecture of the solutions ?	To be examined during the project - FAQS current share table - Interpreters, built in NAV - Share table
Functional	FIN-AC-03 - Automatic consumption What do you mean by automatic consumption in consolidation process ?	Automatic consolidation
Functional	FIN-BA-02 - Transfer of budget information (import/export in Excel): Processing to consolidate data from individual companies into the CONSO company on the consolidated chart of accounts. Do you mean you want to map values of Chart of Account between Companies and Conso ?	Yes
Functional	FIN-BA-04 - Reporting by budget organization (departments, entities) The status of this reporting of budget on dimension is defined as partially available. Can you please elaborate on current limitations ?	No technical limitations, to be worked during the project
Functional	FIN-BA-05 - Decentralized budget preparation Do you mean you want something else than Excel Export/Import process for preparation ? Can you please clarify the requirement?	To be evaluated if budget tool available within Navision
Functional	FIN-BA-06 - Automatic calculation of available budget by department Do you want the calculation at the approval document step ? Or is a general report sufficient ?	General report is sufficient
Functional	FIN-BA-06 - Automatic calculation of available budget by department Can you please explain what is the expected calculation of available budget ? Should it be available thru a reporting or in the solution itself ?	Budget-actuals = available budget/Today available at entry level
Functional	FIN-CA-03 - Interfacing with the application that calculates the amounts to be paid into the QSF funds Is this interface listed in interfaces in scope ? Is it linked to FAQS integration where we already developed import of QSF invoices ?	It is the existing solution, the interface tool has to be evaluated
Functional	FIN-CA-05 - Interfacing with the "Publication" application - flexible invoice interface Can you please clarify the requirement?	Currently interfaced through a table
Functional	FIN-CA-06 - Centralized contact/customer management Can you please detail what's need to be revised in this area ?	Review the scope of entities concerned
Functional	FIN-CA-07 - Consolidation of customer view at UPU level Can you please detail what's need to be revised in this area ?	Consolidated view by customers for several entities.
Functional	FIN-CA-14 - Lettering management Can you please clarify the requirement ?	To clear invoice with payment
Functional	FIN-CA-20 - Recording of credit card payments Is it related to T&E expense with corporate credit card ?	Yes
Functional	FIN-GA.19 - Integration of accounting entries from existing UPU applications (SIGA) Is it a full grant management solution ? which information need to be integrated in the ERP from it? Does Siga solution need to retrieve data from the ERP?	Currently interfaced through a table. Yes: ERP data is sent to SIGA

Reference	Question	Answer
Functional	FIN-GA-17 - Zoom" functionality in auxiliary accounts from the general ledger Can you describe more ?	Start from a GL entry up to the AR, AP entry
Functional	FIN-GA-19 - Integration of accounting entries from existing UPU applications Which applications are concerned (interpreters, FAQS, SIGA, Publications) ?	FAQS and SIGA
Functional	FIN-GA-21 - Excel assistant for entry of accounting vouchers, and maintenance of accounting key values/hierarchies Can you please clarify the requirement?	Preparation of JE in Excel and direct transfer in Navision
Functional	FIN-PMD-06 - Grouping of all approved purchase requisitions to be processed by each buyer What do you mean by "within the framework of dematerialization" is outside of scope of Dynamics ?	No, it is in the scope of Navision
Functional	FIN-PMD-13 - Budgetary control at the time of purchase order validation (generation of a commitment entry) What's need to be revised for this point ?	Commitment entry is not necessary anymore
Functional	FIN-PMD-15 - Integration with travel management Which integration is expected ?	Travel management system is not yet available (part of the DRH requirements in the scope of this project)
Functional	FIN-PMD-16 - Integration with contract management Can you please clarify the requirement?	Transfer of data to Navision
Functional	FIN-TM-01 - Cash management module What's need to be revised for this point ? Is there an external module of "Cash management"? What are the requirements on it?	Current treasury module in Navision to be studied for cash forecast analysis, cash reporting
Functional	What are the core business processes/ functions driven through ERP system? (e.g. Sales / Purchase / Finance / Warehousing, etc.)	Financial management, Sales and marketing, Purchase, Human Resources are currently in use
Functional	If you are going for re-implementation/ fresh implementation, please specify the additional functions you are looking for. For the line items marked as 'not currently available' in the status column of Annexure-2, we anticipate that new functionalities are needed to meet these requirements in D365 BC. Please confirm	The additional functions are listed as part of the functional requirements (in the column status different from "Already available"); "Essential" requirements are a must, "Useful" could be studied during the project.
Functional	Could you elaborate on the listed line item requirements to assist us in preparing the compliance documentation? FIN-BA-05 - Decentralized budget preparation FIN-BA-08 - Informative or blocking budget control FIN-BA-12 - Set up alerts FIN-GA-06 - Management of simple entry rights and account entry rights FIN-GA-07 - Manage access to accounting values according to user profile FIN-GA-11 - On-screen counterparty consultation FIN-GA-19 - Integration of accounting entries from existing UPU applications FIN-PMD-04 - Dematerialization of input and output flows (PDF format)	FIN-BA-05 - Decentralized budget preparation: Budget prepared at the level of directorates FIN-BA-08 - Informative or blocking budget control: Informative FIN-BA-12 - Set up alerts: budget controls, informative FIN-GA-06 - Management of simple entry rights and account entry rights: according to user profile FIN-GA-07 - Manage access to accounting values according to user profile: according to user profile FIN-GA-11 - On-screen counterparty consultation: Navigate functionality FIN-GA-19 - Integration of accounting entries from existing UPU applications: interfaces FIN-PMD-04 - Dematerialization of input and output flows (PDF format): dematerialization of purchase invoices (inflow) and of customer invoices, ageing, etc. (outflows)
Functional	HR-PHRM-05 - standard attestation on interpreters' contracts can be issued by the interpreters module Interpreters attestations are already issued by a custom extension. What is the additional expectation here ?	The interpreters' contracts and attestations are to be dispatched automatically by the system, using the interpreters' emails already inputted in the system. For new hires, the prospective interpreters can be requested to enter their personal details in the e-curriculum vitae, following which HR staff will validate the inputted data as official records.
Functional	INT-01 - Interface Swiss salary	IMPORTANT: the Swiss Salary module was extended by an important extension to comply with UN payroll (customized to UN rules). Complex rules have been added to this module.
Functional	INT-02 - Interface Publications What's need to be revised for this point ?	The interface method should be revised (currently table)
Functional	INT-02 - Interface SIGA DCDEV What's need to be revised for this point ?	The interface method should be revised (currently table)
Functional	NFR-CAI-03 - Solution must support integration with word processing and spreadsheet services. Word processing and spreadsheet services is it related to MS Office apps ?	Yes
Functional	NFR-SEC-02 - The supplier must ensure that the system/application supports labelling based on UPU information classification scheme. In particular, labels must be easily recognized by users. What is meant by "system/application supports labelling based on UPU information classification scheme"	It should be possible for the users to clearly see when an information displayed on the screen is sensitive (with a color or icon, etc.…)

Reference	Question	Answer
Functional	NFR-SEC-03 - The supplier should ensure that removable media are protected with cryptographic techniques, preventing data degradation when transferring to fresh media and making content unrecoverable when it is no longer needed. Which removable media are considered here ? For which purpose ?	For example, when it is needed to connect an external drive or a USB stick to transfer data from Navision to another point.
Functional	NFR-SEC-28 - The supplier must ensure that any changes within the application or underlying infrastructure follow the UPU change management process. Can you please precise which description of change management is expected ?	UPU follows the ITIL change management framework.
Functional	NFR-SEC-30 - The supplier should provide commitment to the organization's security requirements (can be an appendix of the contract). Can you please describe "organization's security requirement" ?	These are part of the ISO27001 requirements (e.g. vendor risks management principles).
Functional	NFR-SEC-31 - The supplier must ensure that UPU Infosec incident procedure is followed whenever a security incident is detected within the application or system. Can you please share UPU infosec incident procedure ?	We can't share the UPU infosec incident procedure at this stage. Supplier shall report all the detected incidents that could affect the organization.
Functional	NFR-UTC-01 - Plan versioning is available in the tool: ability to manage plan versions and view previous versions What is meant by plan versioning in this context ?	It should be possible to track changes across different versions of the application.
Functional	NFR-UTC-17 - The solution will provide an efficient and easy way to manage taxonomy (for administrator users) to record standard definitions, relationships between terms etc. Can you please precise this request ?	The terms used in the applications should have consistent meaning; therefore, this requirement entails the usage of taxonomy for administrators.
Functional	HR-PHRM-03 - Salaries module can be linked automatically to staff contracts and allowances What does "automatically" means? The standard possibility to link a URL or a document in Business Central is not enough?	Not sufficient. The staff contracts are being prepared at the recruitment point and will be accepted/declined by candidates or rejected/cancelled by the UPU. At the preparation of the contract (fixed-term or temporary), system calculations will take place and once approved by all parties concerned, the initial calculation will be injected to the salaries module for payroll checking and payment on 20th of the month.
Functional	HR-EG-05 - UPU Employee and DRH can perform automatic calculation, using benchmark tool created by UN/ICSC Technical details of benchmark tools	According to the rules of the ICSC, the calculator has been created/programmed by ICSC for Agencies' use. The UPU will integrate the calculator into the UPU's system (incl. exchange rate) and transform it to become an education grant e-tool containing the details of the education grant (staff, name of children, currency, type/location of education, proof, handicapped or not, age etc. according to the DRH's needs for handling the reimbursement. When reaching DRH, HR staff will verify, approve the reimbursement to be put in payroll or submitted to DFI. Staff will have the view option.
Functional	HR-HRIS-08 - DRH can generate UPU organigram (also historically) Details about the organigram and the simulations	Using the organigram structure, UPU should produce: staff organigram (general/without grade), organigram with grades and organigram with UN CCOG/technical competencies for succession planning. Historical organigram shall be made available in the system for future references; for example, it should be possible to generate the organigram that was in force in a specified date in the past.
Functional	HR-HRIS-12 - DRH and General Management can consult statistics on employees data Define the type and the format of the statistics	Depending on the need and the audiences (Executive Management, HR / Finance etc.), system should be able to produce the following: For executive management, dashboard with statistics such as no. of staff, no. of female and male, no. contract types, no. of duty travel taken or will be taken, home leave, annual leave, contract duration (start/end dates), sick leave, WFH etc. The format should be: interactive dashboard with the possibility to download the statistics in Excel or PDF.
Functional	HR-PM-03 - DRH and DFI should be able to perform simulations What type of simulations?	Education grant, health insurance, rental subsidy, allowances, special post allowance (for acting capacity), salary element of personal transition allowance, etc.
Functional	HR-PM-07 - Generate the organigram showing UN CCOG core for each post/PD Provide a sample of the organigram	UN CCOG core is a property of each post that can be displayed in the organigram. Organigram with UN-CCOG core/technical competencies for each job category enabling us to make the Organizational succession planning.

Reference	Question	Answer
Functional	Can you please clarify the Education Grant process and how you manage it now?	We can't share the full process at this stage. Basically, a UPU employee can apply for Education Grant providing a predefined list of documents, DRH checks the eligibility of the request. If eligible, DRH submits the case to the Director General and, upon his approval, the staff is informed as well as the department of the finance of the UPU. The system is then setup to transfer the subsidy.
Functional	Could you please provide the existing documentation outlining the current processes (AS IS TO BE)?	We can't, at this stage, share with you the documentation of the current processes. UPU follows most of the UN processes with some specificities.
Functional	What are the current pain points or limitations with NAV that you hope to address with the migration?	The current version of NAV has not been updated since a long time. NAV 2016 and SQL 2014 are end of life. Retention of Navision job logs are currently a problem in case of Audit
Integrations and Extensions	Please share list of integrations currently active., and is there any integration using .NET component?	To be discussed during the project
Integrations and Extensions	Please share details of Add-on used on top of standard NAV 2016, like payroll. Are there any third-party tools or add-ons currently integrated with NAV?	Only standard client Add-In are referenced on production instance. Client Add-in are custom controls developed to enhance page UX with advanced behavior / look and feel.
Integrations and Extensions	Any other reporting utility used? Is there any reporting tool implemented in existing landscape? Do you wish to continue with the same reporting tool or are you looking for a replacement? Do you have any specific reporting tool on top of ERP? Is jet Report will still be used ? If not, have you already chosen a solution (PowerBI, or something else) ? Do we expect to implement Power BI for reporting purposes or any other reporting tool?	Currently we use Jet Report as reporting utility. The bidder is invited to propose other reporting solutions that provide added value for the UPU. UPU currently uses PowerBI in the context of other systems.
Integrations and Extensions	How many reports are currently configured in NAV, and how many need to be rebuilt in Business Central?	Currently around 100; the number to be rebuilt in BC needs to be assed during the project.
Integrations and Extensions	Are you using Web Client or only RTC client is being used?	We do not use Web Client; we use only RTC client.
Integrations and Extensions	What are the peripherals and different applications integrated with NAV? Please provide a list in integration details tab	To be discussed during the project
Integrations and Extensions	Is there any middleware application involved within the landscape	To be discussed during the project
Integrations and Extensions	Kindly share the details of integration applications (One directional/Bi-directional/ real time/ batch) connected to NAV production instance in integration details sheet	To be discussed during the project
Integrations and Extensions	In the interfaces the existing interface between Navision and KOFAX / Mfiles is not referenced, is it plan to be decommissioned ?	An interface with Kofax has been handled as a specific development, but we understand that it is accessible as a standard feature starting Nav 2018 with management of incoming documents related to Gen. Journal Line entries and purchase orders. Bidders can propose to still use Mfiles or another solution that will bring similar functionalities.
Integrations and Extensions	Is there other solutions that you want to connect? On the finance requirement you mentioned (FIN-CA 03) interfacing with QSF funds and on the HR requirement you mentioned Education Grant, OPA, Inspira, NTH. What is their purpose? How will they interact with the ERP ? or will you not keep them?	To be discussed during the project
Integrations and Extensions	Except Swiss Salary, what other HR management solutions are you currently using ?	We use Inspira to manage certain HR processes (not part of Navision); more info in another answer below.
Integrations and Extensions	Could you please confirm how many integration would be required? Could you also provide applications (such as Travel Management, Contract Management, Publication Interface etc.) to be integrations if possible?	To be discussed during the project
Integrations and Extensions	Regarding Project Accounting and Fund Management, are you using any add-ons, or is it an in-house customization?	Nav projects module and analytical code
Integrations and Extensions	Can you confirm the integration methods and middleware (if any) being used for the interfaces?	To be discussed during the project
Integrations and Extensions	With respect to the current integration, do we anticipate any changes to the integration method with Business Central?	To be discussed during the project
Integrations and Extensions	Do we expect to implement Power Automate and Power Platform features for any business process?	To be discussed during the project
Integrations and Extensions	Can you please confirm if UPU is using any HR solution and requires integration? Or UPU expects HR requirements to be configured in Business Central?	UPU HR uses currently Inspira to manage: - Recruitment process - Learning (trainings etc.…) It is expected to extend the usage of Inspira for the Performance Assessment and on-boarding process. The solution proposed by the bidders should integrate with Inspira and answer to the other needs details in the functional requirement sheets that not covered by Inspira.
Integrations and Extensions	Do you have a document management systems? If yes, what do you have?	We use SharePoint as document management system
Integrations and Extensions	Do we have to interface the ERP with DMS?	It is an option to consider. Currently Navision is not interfaced with our SharePoint platform.
Integrations and Extensions	Regarding the interfaces (Interpreters, FAQS Finance, SIGA DCDEV, Publications) can you please clarify these details: a. Which is the data integration flow ? b. Any technical detail on the interface flow c. What's the frequency ? d. What kind of data have to be interfaced ? e. Is it required a specific layer of integration/middleware (i.e.: Boomi etc.) ?	The current interfaces are made on staging table, mainly on daily basis, ledger and subledger entries

Reference	Question	Answer
Licenses	If staying on-premise, how do you intend to manage the shift from concurrent user licenses (NAV) to named user licenses (BC)?	The current license has been subscribed for 25 Full users (no limitation in no of tables update / modules) and 2 Limited users. About the management of the shift from concurrent user licenses (NAV) to named user licenses (BC), we expect proposals from the bidders.
Licenses	Is UPU eligible to Microsoft Non-Profit pricing ?	As part of the United Nations family, UPU benefits of the Enterprise agreement between Microsoft and the United Nations.
Licenses	Has UPU purchased Microsoft Dynamics 365 licenses already? In that case, is it for F&O or BC?	To be verified if this license is part of the Enterprise agreement between Microsoft and the United Nations.
Localization	Which language (English or any other) is being used for transactions currently and will same language be used in the upgraded system as well? What language is used on reports layouts? What are the localizations currently implemented?	French and English
Localization	Any country specific localization pack in being used currently? Is there any Language pack installed with NAV 2016?	French and English
Localization	Are you presently using any partner localization solution for specific countries? If yes, please share the details.	To be discussed during the project
Project	Are you okay with English Language being used during project execution & during interaction with users?	Yes. The usage of the French will be considered as an advantage during the selection process.
Project	We assume you are looking for 'lift & shift' upgrade instead of going for re-implementation. Please confirm.	We are open to both options. The current version of NAV has been highly customized; quite high complexity has been implemented in tables added to the model, not reflecting application logic. Very little amount of specific Codeunits has been used. Some fields have been added to "G/L Entry" table.
Project	Delivery schedule is mentioned from Jan 25 to Dec 25 for the upgrade project (§ 3.7). In §4.1 it is mentioned a phasing : 1 upgrade of the existing, 2 : new functionalities. The timeframe of Jan to dec 25 concerns both phases or mainly phase 1 ?	Timeline needs to be proposed by the provider (no hard constraints from UPU side)
Project	Is it permissible to make a proposal for a new ERP that isn't Microsoft Dynamics 365?	The scope of this call for tender is to migrate to the latest version of the Microsoft application that replaces Navision to answer to the needs of the Finance department of the UPU (Fin).
Project	Is it permissible to suggest several ERPs and distinct solutions (for example, one ERP for finance and another for human resources)?	Yes. In case of 2 solutions, the transfer of the data between the 2 system should be fully automated.
Project	What is the support model and duration expected after the upgrade program?	UPU expects that is part of the proposal coming from the bidders. UPU contracts cannot exceed 4 years
Project	Are your team in need of any training or support to effectively utilize Microsoft Dynamics 365 Business Central for your business operations?	Yes; training should be included in the offer
Project	In the RFQ Document section 2.6 "Use of subcontractors" you write that basically we can't use subcontractors or external consultants without prior notice and approval from you, but in Section 3.4 "Subcontractor Information", you are saying that we can't employ any subcontractors or external consultants. As the two sections are somewhat misleading / confusing, here is the question: are we allowed to use subcontractors and/or external consultants for this project after getting your approval or is it strictly forbidden?	Bidders can propose the use of subcontractors. It will be an advantage in the bidding selection if the bidder provides the name of the subcontractors already in the offer.
Project	As we work also with partners that complement our skills and service, would a Bidding Consortium be allowed, where with our partners we might bid as equals and supply one common offer?	Yes
Project	Must all suppliers (and subcontractors) be ISO 27001 certified?	Preferably