

Letter of invitation

RE: Implementation of the Enterprise Resource Planning System

1. North American Development Bank (NADBank) is a bi-national financial institution established in 1994 with the aim of financing infrastructure projects along the U.S.-Mexico border.
2. As part of our ongoing efforts to modernize technology infrastructure and enhance operational efficiency, NADBank is initiating a project to procure and implement a cloud-based Enterprise Resource Planning System.
3. If you are interested in undertaking this assignment, you are invited to submit a proposal for the services required under the Terms of Reference.
4. To enable you to submit a proposal, attached are:
  - a. Terms of Reference
  - b. Supplementary Information
5. The proposal must be sent no later than **February 20, 2026**. The final decision on the selected solution will be made by **March 6, 2026**. Contract negotiations with the selected firm and the assignment would commence immediately after, with the aim of signing the contract no later than **March 27, 2026**.
6. The development of the project will be a joint effort between the selected ERP implementation provider and key NADBank personnel. NADBank will assign an internal project manager and core team to work in close coordination with the selected provider. The assignment is expected to start no later than **March 30, 2026**, and should be completed with the goal of having the system fully operational by **January 4, 2027**.
7. Companies must submit any pre-bid questions or request meetings via email to the Project Manager, Guillermo Rauda (Associate Director of Senior Information Systems) at [nadbankerp@nadb.org](mailto:nadbankerp@nadb.org), no later than **February 13, 2026**. Additionally, service providers are required to provide a timeframe for a product demo to be scheduled during the week of **January 28, 2026**, to **February 13, 2026**, prior to proposal submission date.
8. You are asked to hold your proposal valid for 60 days from the date of submission, during which time you will maintain without changing the personnel proposed for the assignment and your proposed price. NADBank will make its best effort to select a provider within this period.
9. NADBank is not bound to select any of the companies/vendors that submit proposals. Furthermore, as quality is an important selection criterion, the Bank does not bind itself in any way to select the firm offering the lowest price.
10. The company will be selected and engaged in accordance with NADBank's Internal Procurement Regulations.
11. After selection, the company submitting the first-ranked proposal will be invited to negotiate financial and other terms of the contract without delay. Should the negotiations prove unsatisfactory, the consultant submitting the next-ranked proposal will be invited for negotiations (and so on, if

necessary, until an agreement is concluded). As soon as the contract is signed with the selected consulting firm, other participating firms will be notified.

12. Proposals must be sent via e-mail to the Project Manager at [nadbankerp@nadb.org](mailto:nadbankerp@nadb.org) no later than **February 20, 2026**. If additional time is needed to complete your submission, please contact us in advance.
13. For more information, contact the Project Manager by email at [nadbankerp@nadb.org](mailto:nadbankerp@nadb.org).
14. You are requested to acknowledge receipt of this letter by e-mail and to indicate whether or not you intend to submit a proposal no later than **February 6, 2026**.

North American Development Bank

*Attachments:*

- Terms of Reference
- Supplementary Information

## REQUEST FOR PROPOSALS (RFP)

### **Implementation of the Enterprise Resource Planning System**

The North American Development Bank (NADBank) is an international financial institution established and capitalized in equal parts by the U.S. and Mexican governments to provide financing for environmental infrastructure projects in the U.S.-Mexico border region. In its Strategic Plan, NADBank has outlined an ambitious set of strategic priorities to significantly enhance its portfolio and operational impact. These priorities are designed to expand NADBank's scope of influence, innovate in key sectors, and improve internal processes. Services requested in this RFP concentrate on the improvement of internal operating processes for all financial transactions, loan and grants management, and project management through an on-premises Enterprise Resource Planning system.

NADBank is seeking proposals from qualified consultants to provide the services required for the **Implementation of a cloud-based Enterprise Resource Planning (ERP) System**.

#### **BACKGROUND AND CURRENT STATE**

NADBank records ERP transactions under two divisions. 1) Ordinary Capital Resources (OCR) corresponds to the lending and day-to-day operating activities of NADBank and 2) Environment Investment and Capacity Facility (EICF) to hold and account for the NADBank's grant funds available for construction and technical assistance purposes, including funds provided by third-party donors.

NADBank currently operates an on-premises implementation of Microsoft Dynamics SL 2018 CU1. The launch date for this implementation was: January 1, 2019. Extended support for this version of Dynamics SL ends July 11, 2028.

NADBank has a legacy MS Dynamics NAV 2013 R2 database that stores financial data from 1994 to 2018.

**Native modules in use** in the current ERP are listed here:

1. General Ledger (GL) with fixed length GL subaccount dimensions for transaction grouping and identification.
2. GL yearly budgeting.
3. Multi-currency.
4. Accounts payable.
5. Fixed assets.
6. Cash accounts management and reconciliation.
7. Approval workflows are managed by a vertical application for Dynamics SL, ReQlogic 12.2. A second set of approval workflows is managed via an in-house implementation of Microsoft Forms and Microsoft Power Automate.
8. Project cost accounting.
9. Project budgeting.
10. Vendor and disbursement contract management via subcontracts.
11. Time & expense timesheets.
12. Financial Reporting via Management Reporter 2.12.16013.0

Microsoft Dynamics SL offers a highly customizable environment. Over the years NADBank customized their environment to accomplish these functionalities through a set of **custom screens and reports**:

- Grant Management via a subaccount segment for facility identification and automated auto balancing GL entries.
- Grant Billing via a series of quick queries and reports.

The current ERP implementation has the following **integrations via batch files**:

- Loan management system
- Investment accounting system
- Corporate credit card transaction system
- Payroll

Other integrations:

NADBank operates an MS Dynamics 365 CRM system. The sales module is integrated via Microsoft Azure functions to share project definition information with Dynamics SL. Assignment of project identification elements is done in the CRM, then transferred over to the ERP.

NADBank recently moved its timesheet entry capabilities for staff to the UKG Ready system. Project definition information and time sheet data are integrated using UKG middleware technology and an on-premises MS Windows service. NADBank is in process of transferring its third-party payroll processing company to UKG, as well to continue to improve process efficiencies.

Note that NADBank is aiming to limit the number of customizations on its new ERP implementation to a minimum. Proposals for this RFP are to highlight how the cloud ERP platform can achieve functionalities requested in the scope of work section of this document, via system native functionality and configurations, rather than customizations. Proposals should highlight the suite of standard reports that are native to the ERP system.

## **SCOPE OF WORK – CLOUD ERP FUNCTIONAL DEFINITION**

NADBank has identified the following operations to be incorporated into cloud ERP implementation.

01. General Ledger. NADBank's preference shall be a tagging model for transaction grouping and identification, instead of using fixed length dimensions. The general ledger shall offer compliance and audit trails at the transaction level.
02. GL Budgeting. NADBank defines its yearly operating budget at the GL level. Allocation of budget is through approved commitments and release of commitments when the expenses are incurred.
03. Multi-currency. The base currency shall be US Dollars (USD). NADBank currently operates in Mexican Pesos (MXP), Swiss Francs (CHF), and Norwegian Krones (NOK). Functionality in other major currencies should be natively available. Exchange rates are referenced by Bloomberg for daily rates. Transactions in non-USD currency are processed using a negotiated exchange rate or the system's daily exchange rate and updated rate at month-end.
04. Purchasing and purchase orders. NADBank is open to incorporate purchase order issuance through an approval pipeline as part of this implementation.

05. Accounts Payable. NADBank processes approximately 3,500 cash payment transactions per year. NADBank operates payments in the United States banking system using ACH files, as well as domestic and international wires. In Mexico, NADBank operates payments using SPEI or TEF transactions. Payments in other currencies are handled via international wires. Module should natively provide the ability to toggle vendors to meet IRS reporting requirements such as vendors that qualify to receive a 1099-NEC.
06. Accounts Receivable. NADBank processes few receivable accounts transactions for staff reimbursements and other receivables.
07. Fixed assets. A straight-line depreciation model is used for NADBank fixed assets.
08. Cash accounts management and bank reconciliation. NADBank has depository and investments in USD, MXN, and CHF. Non-USD accounts are natively translated into USD by the general ledger system.
09. Approval Workflows. A flexible workflow definition system is expected. Approval workflows may be pre-defined for certain transaction types and transaction parameters. Other approval workflows may be defined at the time of transaction initiation. Different Accounts Payable (AP) approval types (i.e, vendors, technical assistance, and grants) may require a separate distinct approval process to create the AP.
10. Project cost accounting for different funding sources to the project and project activity level.
11. Project budgeting to the project activity level. NADBank also keeps track of budget availability for the management of funding sources and certain operations within these funding sources. Budgeting for funding sources, projects, and project operations is done on a multi-year basis.
12. NADBank records and tracks financial progress of contracts with different vendors and consultants. Vendor and consulting contracts may be executed in USD or MXP to a set USD limit. Accurate tracking of financial limits for vendor and consulting contracts is expected. Vendor and consulting contracts need an internal electronic approval process to set budget commitments for each contract. One or more vendors and consulting contract payments will be executed via AP, after an internal electronic approval process is executed for the vendors and consulting payment estimate. The total amount of vendors and consulting payment estimates to be executed may not exceed the available approved vendor and consulting contract commitment for payment in USD.
13. NADBank records and tracks financial progress of disbursement contracts for loans, grants, or technical assistance contracts. Loans, grants, or technical assistance contracts, may be executed in USD or MXP to a set USD limit. Accurate tracking of financial limits for loans, grants, or technical assistance contracts, is expected. Loans, grants, or technical assistance contracts go through an internal electronic approval process to set budget commitments for each loan, grants, or technical assistance contract. One or more loans, grants, or technical assistance contract disbursements are executed via AP, after an internal electronic approval process is executed for the loans, grants, or technical assistance disbursement estimate. The total amount of disbursements to be executed may not exceed the available approved loans, grants, or technical assistance contract commitment for disbursement in USD.
14. Time & Expense timesheets. Timesheet data entry shall occur in UKG Ready system. Integration of time expense allocation in the ERP GL is expected.

15. Financial Reporting. Standard Financial reports are to be generated to print quality for publishing and archival.
16. Business analytics. Demonstrate self-serve business analytics capabilities.
17. The ERP implementation is to be integrated with these systems:
  - Loan management system (Northridge Loan System).
  - Investment accounting system (Clearwater).
  - Corporate credit card transaction system (VISA Clarity).
  - Travel platform (Get Going).
  - CRM integration as described in the previous section.
  - Microsoft Fabric, Microsoft Synapse and Microsoft Power BI
  - Payroll Software.

**PERFORMANCE PERIOD:** The consultant is expected to propose an execution schedule, in phases if needed, based on this document's proposed methodology and requirements.

**INSTRUCTIONS:** If you are interested in undertaking this assignment, you are invited to submit a proposal in accordance with the outline given in the **“Supplementary Information for Consultants”** for the services required under the **Terms of Reference “Scope of Work”**.

- Bidding documents are available upon request to Guillermo Rauda by email:  
[nadbankerp@nadb.org](mailto:nadbankerp@nadb.org)

**CALENDAR OF EVENTS:**

Issuance of RFP	January 28, 2026
Deadline for Questions	February 13, 2026, 5:00 PM CST
Deadline for Answers	February 18, 2026, 5:00 PM CST
Proposal Due Date	February 20, 2026, 5:00 PM CST

Please note that your proposal must be prepared in accordance with the instructions given in the **“Supplementary Information for Consultants”**.

- **Questions** of technical or contractual nature **concerning this request** for proposals must be submitted by e-mail no later than **February 13, 2026**. Telephone inquiries will not be accepted. NADB will provide written **responses via email** no later than **February 18, 2026**.
- Your proposal will be considered on its merits in accordance with the evaluation criteria outlined in the Supplementary Information and, if selected, could eventually form the basis for negotiations and, ultimately, a contract between your firm and the NADB. It is anticipated that **contract negotiations** with the selected firm and the assignment would commence around **March 9, 2026**.
- The development of the **“Implementation of a cloud-based Enterprise Resource Planning (ERP) System”**, will be a joint effort between the consultant and key NADB personnel. NADB will assign an internal project manager and core team to work in close coordination with the

consultant. The assignment is expected to start no later than **March 30, 2026**, and should, subject to budget approval by NADBank.

You are asked to hold your proposal valid for sixty (60) days from the date of submission, during which time you will maintain without changing the personnel proposed for the assignment and your proposed price. NADBank will make its best effort to select a consultant within this period.

NADBank is not bound to select any of the consultants that submit proposals. Furthermore, as quality is an important selection criterion, the NADBank does not bind itself in any way to select the firm offering the lowest price.

After selection, the consultant submitting the first-ranked proposal will be invited to negotiate financial and other terms of the contract without delay. Should the negotiations prove unsatisfactory, the consultant submitting the next-ranked proposal will be invited for negotiations (and so on, if necessary, until an agreement is concluded). As soon as the contract is signed with the selected consulting firm, other participating firms will be notified.

Proposals must be sent via e-mail to [nadbankerp@nadb.org](mailto:nadbankerp@nadb.org) no later than 5:00 pm central time, **February 20, 2026**.

*For more information, contact, Guillermo Rauda at [nadbankerp@nadb.org](mailto:nadbankerp@nadb.org)*

**North American Development Bank**  
**Request for Proposals (RFP) – Supplementary Information**  
**Implementation of the Enterprise Resource Planning System for NADBANK**

**I. Submission of Proposals**

1. Companies/Firms shall submit technical and financial proposals in separate files clearly marked "Technical Proposal" and "Financial Proposal," to **nadbankerp@nadb.org**. No financial data of any sort should be included in the technical proposal. The technical proposal is the description of the product/service.
2. The Technical Proposal will be opened on the date of the submission of proposals. Financial proposals will remain unread until the technical evaluation is complete.
3. Questions of technical or contractual nature concerning this request for proposals must be submitted by e-mail no later than **February 13, 2026**. NADBANK will respond to all questions by **February 18, 2026**.
3. Proposals are to be delivered via email to **nadbankerp@nadb.org** on or before 6:00 PM CST (local time in San Antonio, TX) on **February 20, 2026**. Proposals received after that date and time will not be considered.

**II. Technical Proposal**

4. The technical proposal should demonstrate the company/firm's knowledge of the project requirements, and its understanding of the tasks required as described in the terms of reference. The following information must be presented:
  - a. A brief description of the company/firm, years of experience, products and services offered and contacts/sales of your products in the market (clients) that are most relevant.
  - b. A description of the products and services you will offer to meet the requirements.
  - b. General approach or methodology you propose for carrying out the Terms of Reference, with enough detail to describe how the company/firm plans to execute the work and achieve the desired objectives. The proposal may include comments and suggestions regarding proposed changes to the information presented in the Terms of Reference aimed at improving performance in carrying out the assignment.
  - c. Proposed team to participate in the different stages of the project.
  - d. Work program, including a proposed timeline and staffing schedule. A project management plan must be included in the proposal for all project implementation activities, including testing, deployment to production, and immediate post-deployment user and technical support activities.
  - e. Comments, if there are any, on the data, services and facilities to be provided by NADBANK (see the Terms of Reference).
  - f. Companies may be required to give a presentation of their proposal via video conference and may be asked to give a product demonstration.

### **III. Financial Proposal**

5. Financial proposals will be considered in the evaluation and selection of company/firm once the technical evaluation has been completed. Each element of the financial proposal of the selected company/firm will also be reviewed during contract negotiations to determine the final contract price. Please include all relevant information regarding the financial proposal.

6. The financial proposal must include a count of licensed users to be acquired and a detailed description of licensing tiers, costs, terms, and renewal mechanism.

7. The financial proposal must include descriptions of user and technical support tiers and associated costs once the system is deemed as in-production.

8. The financial proposal must include any costs associated with training and deployment to production activities, as well as costs associated with immediate post-deployment user and technical support.

### **IV. Evaluation of proposals**

9. A two-stage procedure will be used for evaluating the proposals. The technical proposals will be evaluated first, and the proposals ranked in order of their merit points prior to opening and evaluation of financial proposals.

10. The technical proposal will be evaluated based on the following sections:

- a. Proposed methodology and work plan, in accordance with the Terms of Reference.
- b. The company/firm's general experience in delivering services relevant to the Terms of Reference.
- c. Qualifications, experience, demo and competence of the proposed personnel (for service providers) or company experience.

11. A proposal may be treated as nonresponsive if any of the information requested in Section II above is omitted.

12. A company/firm will also be excluded from the evaluation if, in the judgment of NADBank, the company/firm has been or might be placed in a position where its judgment in the execution of the project may be biased. Company/Firms which believe such a situation may exist should seek guidance from NADBank prior to preparing their proposal.

13. Financial proposals shall be opened and evaluated only after the technical evaluation has been completed. The financial proposals of only those companies/firms considered as technically responsive shall be opened for financial evaluation.

### **V. Negotiations**

14. After selection, the company/firm submitting the proposal with the highest qualifications will be invited to negotiate financial and other terms of the contract without delay. Negotiations will commence with a discussion of the technical proposal, the proposed approach and work plan. Agreements will be reached, first, on the final terms of reference, work program, time schedule, and the personnel to be employed.

15. Should the negotiations prove unsatisfactory, the company/firm submitting the next-ranked proposal will be invited for negotiation (and so on, if necessary, until an agreement is concluded). As soon as the contract is signed with the company/firm, the other bid participants will be notified.