Request for Proposals
for
Salesforce & FinancialForce Implementation Services

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RESPONSE DUE:

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General RFP Information

1 INTRODUCTION

The Global Crop Diversity Trust "Crop Trust" is requesting for proposals from qualified consulting vendors who provide business process consulting, implementation and integration services for Salesforce, FinancialForce and Box. The expected outcome of the consultancy is on the one hand a full implementation of the above-mentioned systems and their customization to the organization's business processes. On the other hand, it is expected that Crop Trust staff will have been provided adequate training for operating the business processes within the new systems efficiently and effectively.

This request for proposal states the scope of solution and service desired as well as required vendor qualifications. The Crop Trust will either accept proposals from one vendor or joint proposals of a group of entities that deliver all the requirements outlined in this RFP.

2 DEFINITION

RFP – Request for Proposal

Vendor– Organizational/Process management expert with in-depth expertise on business process analysis and software implementation solutions

Implementation Team – A team of experts from the selected vendor or a team of vendors for the implementation and relevant integration services.

EMEA – Europe, the Middle East and Africa

Partner – Partner and grantee are interchangeable.

NDA – Non-Disclosure Agreement

3 BACKGROUND

The Crop Trust is the only international, non-profit organization whose sole mission is to support crop conservation in genebanks. This includes national, regional and international genebanks, and the world's backup facility, the iconic Svalbard Global Seed Vault.

The Crop Trust's *raison d'etre* is its endowment fund – paid into by public and private sector donors. This generates investment income which is used to finance crop conservation activities around the world.

Principal Activities of the Crop Trust include:

- Rescuing the seeds in endangered national crop collections;
- Funding the ongoing maintenance of vital global crop collections;
- Documenting the characteristics of conserved seeds so that collections are useful for plant breeders;
- Sponsoring and improving global information systems for managing and sharing crop genetic data, massively enhancing access, and therefore options, for plant breeders everywhere. Part of this work is being done in collaboration with USDA;

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- Funding of the ultimate safety back-up facility—the Svalbard Global Seed Vault deep in the Arctic permafrost—in which currently 930,000 duplicates of the world's seed collections are being stored, originating from every country on earth.
- Coordinating, managing and implementing large and complex global projects to strengthen the international system of *ex situ* conservation and use of crop diversity (100+ partners).
- The Crop Trust is recognized as an essential element of the funding strategy of the International Treaty on Plant Genetic Resources for Food and Agriculture.

To fulfil its mission, the organization has grown its staff and operations over the last 15 years and as a result, has outgrown some of its technology solutions. To address this, the Crop Trust has taken on an ambitious and much-needed effort to develop a three-year plan to modernize its core business processes and systems.

As a first step toward this goal, the Crop Trust has engaged a consulting firm in a transparent and competitive tendering exercise to get the best possible expertise in developing a three-year digital transformation roadmap along with guidance for selecting adequate system solutions. Based on the results of this analysis, three areas were identified for improvement; Data Management, Content Management and Finance and Accounting. Salesforce ,FinancialForce and Box have been identified as the systems solutions for these areas.

The Crop Trust is seeking proposals for implementation, integration, support and training services for Salesforce, FinancialForce and Box.

3.1 Organizational Structure

The Crop Trust has four departments consists of Science, Finance & Contracts, Communications & Partnerships, Executive Office, Human Resources & Corporate Operations teams based in Bonn, Germany.

The following table illustrates the total number of current users in each team:

Team	Total
Science	13
Finance & Contracts	8
Communications & Partnerships	7
Executive Office, HR & Corporate Operations	8
Total number of users	**36**

3.1.1 Science

The Science team manages a program and several projects—the Genebank Platform and long term grants with genebanks, the Crop Wild Relatives (CWR) Project, Seeds for Resilience Project—and a number of smaller projects contributing to the development of a global system for conservation and use of crop diversity. In addition, the Science team also develops new projects and funding proposals for project type funding. The core processes in the Science team are:

1. Project proposal development (including budget planning and development with support from the Finance Team)
2. Project management, including coordination, implementation (including establishment of grants), monitoring of grants (including clearance of technical and financial reports from partners), budget management (including revisions/monitoring) and evaluation of projects and partner performance

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3. Management of technical and financial reports from partners
4. Project donor liaison (including donor reporting, with support from the Finance team)
5. Management of long term agreements (implementation and monitoring)
6. Establishment of contacts with relevant partners (e.g. international and national genebanks, universities, NGOs, donors, Svalbard)
7. Organization of meetings and reviews
8. Engage in strategic discussions of relevance to the organization (internal and external)
9. Management of Genesys – web portal for accession information
10. Support The Communication team in various outreach activities (feature stories, social media, presentations, etc)

3.1.2 Finance & Contracts

- The Finance Department includes the Finance Office (5 staff) and Contract Office (3 staff). The Finance Office performs the following duties:
    1. Preparation of annual audited financial statements in compliance with International Financial Reporting Standards (IFRS)
    2. Budget preparation and monitoring
    3. Contracts Management (financial aspect)
    4. Banking, investment and donations management
    5. Provides following services: General accounting, Accounts payable, Accounts receivable, Treasury, Payroll and benefits, Preparation of Financial Reports
- Members of the Contracts office are responsible for development and execution of all partner contracts across the organization (scientific and corporate). Except for consultancy contracts, the team also develops grant agreements, service agreements, donor agreements, and all other types of agreements including, e.g., MOUs and license agreements. Consultancy agreements are exceptions that are managed by HR. Their main tasks are:
    1. Contribute to development of Terms of References and technical proposals prior to contract development
    2. Processing final due diligence prior to contract conclusion
    3. Managing clearance and signature processes
    4. Developing appropriate contract
    5. Guiding program and project managers and other relevant staff in contract implementation and management
    6. Monitoring compliance during contract implementation
    7. Support Science team in program and project budgeting

3.1.3 Partnerships and Communications

The Partnerships function is responsible for creating and pursuing funding efforts that increase and supplement the Crop Trust's endowment fund. With the aim of growing the endowment, the team, in consultation with Science and other teams, engages donor organizations, researches and develops grant proposals, creates fundraising campaigns, and organizes various donor meetings and teleconferences such as donor council meetings and pledging conferences.

The core process in Partnerships are:

1. Donor engagement and relationship management
2. Work with Science and Finance team on Proposal development
3. Conduct due diligence on prospective donors
4. Fundraising campaigns
5. Organizing donor council and other donor/prospective donor meetings

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6. Secretariat role for donor council

The Communications function promotes the work of the organization as well as the Food Forever Initiative, and helps raise awareness on the issues related to crop diversity conservation and availability. Team members develop a range of content, from photos, videos, blogs, and social media to press releases and annual reports. They also manage all of the organization's events, such as the Annual Food Forever Initiative Champions Meeting, etc. Additionally, when needed, they work with external consultants to develop new communications materials. The core process in the communications function are:

1. Outreach
2. Event management
3. Development and clearance of information for public release
4. Develop communications materials to highlight work carried out under key projects and programs
5. Management of digital assets

3.1.4 Corporate Operations

Corporate Operations comprises of Executive Office, Human Resources (HR), Travel and IT.

- Human resources (HR) consists of two staff members who are responsible for all personnel related activities, managing employee records, keeping them up-to-date, handling recruitment and resignations, onboarding new staff members, managing performance appraisals, overseeing consultants contracts, preparing payroll, administering employee benefits and professional staff allowances including; pension contributions, annual leave, home leave (granted once every two years), education allowance, appointment and repatriation shipment and travel and other staff benefits. All HR activities are performed using Microsoft Office products e.g. Word, Excel. The core processes are:
  1. Employee recruitment
  2. Employee onboarding/offboarding
  3. Consultants roster, consultancy contracts and recruitment
  4. Payroll and benefits
  5. Performance appraisals
  6. Leave management
  7. Manage and administration of corporate insurance and benefits
- The Travel and Meetings office handles all travel and lodging logistics for the Crop Trust staff as well as for those taking part in any organization-sponsored events and meetings. The same team manages internal and external meetings, from budgeting and estimating costs to travel and meeting space setup. Travel and meetings office utilizes Amadeus Travel solution and MS Office products to perform activities in Travel and Meetings office. The core processes are:
  1. Travel requests
  2. Travel authorizations
  3. Travel expense claims
  4. Meeting space setup
  5. Organizing logistics of events

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4 Current Technologies

4.1 Locale

As the Crop Trust is an international organization, the official language is English. The official currency at the Crop Trust is USD even though many transactions are in EUR.

4.2 Clients

The Crop Trust's standard desktop operating system is Mac OS. Different mail clients such as Apple Mail, Thunderbird, MS Outlook or Gmail web interface are being utilized. Other tools such as MS Office 365 and Adobe CC are also employed in the organization to perform daily routines.

4.3 Contacts Management

The Crop Trust has acquired Insightly to manage contacts and accounts at the Crop Trust. Insightly is primarily being used by Partnerships team as a repository for contacts. The current financial system also has its own master data for business partner contacts. In addition, Google and MS Office spreadsheets are further utilized to store contacts for different purposes e.g. for a certain event or activity that are not shared across the organisation.

4.4 Financial System and Contracts Management

The current Crop Trust's Financial System is Openbravo that has been in use since 2013 and is utilized for the following functions:

- General Ledger
- Accounts Payable
- Accounts Receivable
- Treasury
- Payroll
- Purchasing
- Projects accounting
- Reporting

Openbravo is hosted on Amazon Web Services Germany with a ticketing system hosted on Crop Trust's web-based DevOps life cycle tool "Gitlab". Users are centrally managed and authenticated through Central Authentication System "Active Directory".

Finance Team members are the primary users of the Financial System to store contracts, monitor invoice schedules, billing and posting to General Ledger, etc. while other staff use it for requesting or approving Purchase Orders and accessing self-service payslips.

HR uses Openbravo for payroll (setup, approval and posting to GL and downloading self-service payslip) along with additional paper documents- some parts are not automated, leaving certain tasks to be completed manually and/or on paper.

The following table provides vendors with crucial information that will help promote an understanding of the current financial system environment. Please note that full access users are users who process financial transactions on a daily basis. Casual users are those who occasionally look up financial information related to the projects.

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Category	Volume
Official currency	USD
Number of General Ledgers (GL-USD)	1
Number of General Ledger (GL) accounts	540
Number of funds (Unrestricted, Temporarily Restricted, Restricted)	3
Number of donors	55
Number of partners (grantees)	100
Business Partner (contacts) master file	2,500
Purchase Orders (average per year)	930
Number of bank accounts (EUR and USD currencies)	12
Number of purchase invoices processed annually (average per year)	2,000 – 2,500
Number of invoices issued annually (average per year)	100-150
Budget codes	400-500
Accounting transactions (average per year)	10,000 – 20,000
Multicurrency (Operating Currencies)	10
Payroll cycle (monthly)	12
Full access users	6
View & Approval users for purchasing	12
Requisition users for Purchase Order	15
View users for payslips	36
Total number of tables in the database	700

4.5 GENESYS

Genesys is a database which allows users to explore the world's crop diversity conserved in genebanks through a single website. First launched in 2008, it contains about 4 million genebank accessions, which is around a half of the estimated total number in the world. Genesys allows breeders and other genebank users to quickly search for – and request – crop samples located in over 450 institutes around the globe. Instead of trawling through numerous separate databases, users find in Genesys a single entry-point to information about genebank accessions. Genesys serves two distinct but connected groups of people. There are the genebanks, institutes and research centers who use Genesys to publish accession data on the portal. Then, there are those – breeders, researchers, and policymakers – who use Genesys to inform their own work. Salesforce will be integrated with Genesys for validation of report submissions.

4.6 ONLINE REPORTING TOOL FOR GENEBANK PLATFORM

Since 2012, Crop Trust has been managing long term grants and annual reports from genebanks through an online reporting tool (ORT). This has been customized and improved continuously over the past 8 years. It manages the submission, review, clearance and reporting of financial and technical reports from more than 50 user partners and provides powerful mechanism for improving the quality of data submitted. This tool may be required to be integrated to Salesforce.

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4.7 File Sharing , Mail and Calendar

The Crop Trust uses a local Network Attached Storage (NAS) and an Enterprise Content Management "Alfresco CE" for file sharing. As NAS and Alfresco are only available within the local network, Dropbox and Google Drive are also employed for external file sharing depending on the projects and requirements.

The Crop Trust utilizes G Suite products (Email, Calendar, Forms for automation of several workflows, Sites, Drive for file sharing with external partners) for their operations.

4.8 Authentication

The Crop Trust utilizes Active Directory (both on-premise and Azure Basic) as a directory service to authenticate users for different resources. Additionally, Active Directory groups and automatic provisioning are currently used to assign relevant roles or permissions in IT applications.

4.9 Web Applications and Code Repository

The Crop Trust primarily uses open source technologies such as Java, PHP, MySQL, etc. for web applications. All web applications including Open Bravo are hosted on Amazon Web Services. The Crop Trust also hosts a Gitlab CE for code repository, CI/CD, docker hub and issue tracking system. The Crop Trust maintains documentation, application change requests, development, test and production environments of web applications that are all managed using Gitlab CI and Docker technology.

Disconnected PHP custom developed systems are used to maintain the donor and grants management and its reports, budgets and disbursements.

4.10 Other Applications

Excel spreadsheets and Word files are being utilized to carry out the daily routines. These are accompanied with paper-based and labour intensive approval workflow processes.

The aim of the Crop Trust is to eliminate the use of disconnected systems, Excel spreadsheets and paper-based approval processes and utilize the integrated systems and automated workflows with minimum customization in order to increase efficiency and improve workflows.

In addition, the following solutions are also utilized at the Crop Trust:

- Survey Monkey: Develop online surveys and collect responses
- Mailchimp: Send personalized emails to certain groups
- GoToMeeting: Hold video and audio conferences
- Amadeus: Search, book and manage flights used by Travel office
- ClassMarker: Online testing for applicants used by HR
- SFirm: Sparkasse Online payment system used by Finance office
- Skype: Skype is also used for calls

4.11 Legacy Systems

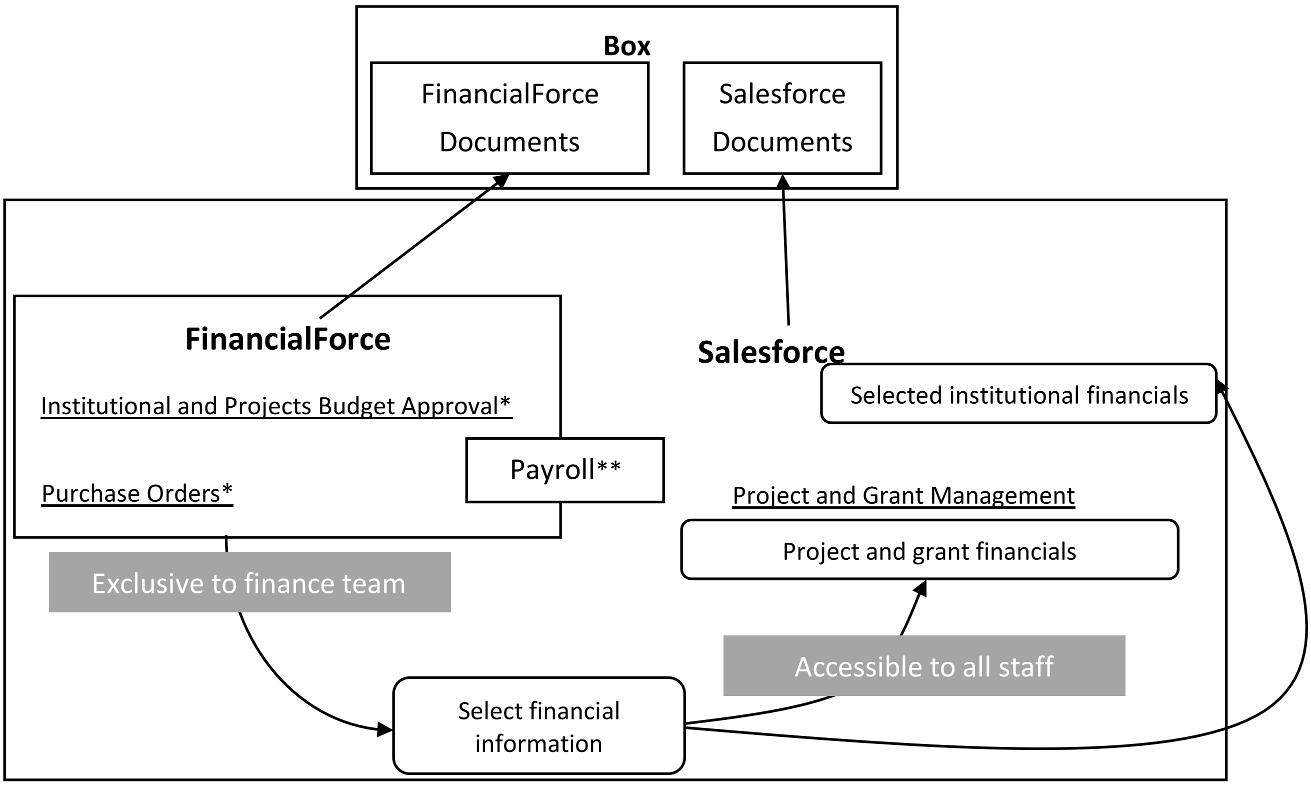
With the introduction of Salesforce, FinancialForce and Box, the Crop Trust intends to retire the following systems:

System	Technology	Volume	Data Migration	Target System
Donor Database	PHP/MySQL	17 tables & 4,500 records	Applicable	SF
Project Management System	PHP/MySQL	54 tables & 12,000 records	Applicable	SF
Open Bravo	Java/MySQL	Please refer to OB Tables & Records Report Sheet as indicated in 8.6	Applicable	FF (Contacts to SF)
Insightly	Insightly	2,500 contact entries	Applicable	SF

5 FUTURE STATE

The Crop Trust is in the process of implementing its three-year Digital Roadmap. This roadmap is the outcome of a study of the Crop Trust's business processes and technologies designed to transform it to a digital workplace. A summary of final report can be made available upon a request to the procurement office. Under this project, three integrated systems will be implemented namely Salesforce, FinancialForce, and Box. Salesforce has been identified for data management, project management and automation of workflows and approvals; Box has been selected for content management and FinancialForce for financial management.

The diagram below illustrates conceptually the desired level of integration between Salesforce, FinancialForce and Box. Please note that underlined text denotes where the information is originally housed.



* Selected staff members will access these modules

** Relevant Payroll functions need to be available for Finance team in FF and employees and HR team in SF

In this future state, each system has a clear purpose and staff will know what system to use for which purpose. All of the organization's key processes are managed by the tools which, over time, builds a strong historical record of activity that can be leveraged in the business development process and can provide greater accountability to the donors and partners.

A number of financial-related information will be required to be available to all staff on Salesforce (subject to access rights) including but not limited to:

- Contracts and grants management
- Payslips
- Budget approval
- Purchase order request and approval
- Expense claims

The implementation of the integrated systems will begin in early 2020.

5.1 SALESFORCE

The Crop Trust has already acquired 10 Sales & Service, 5 Sales, 25 Platform Plus user licenses and 1 Full Copy Sandbox in Salesforce Enterprise Edition. Only basic configurations e.g. Company Setting have been setup. The Crop Trust intends to implement Salesforce in Lightning mode with all the information such as contacts, correspondences, contractual and financial information linked to the partners, projects and activities. Salesforce will be the main platform that all staff will utilize to perform all daily routines. Key information related to projects, donors and grants must be housed in Salesforce in order to enable a unified view.

5.1.1 DEVELOP A UNIFIED DATA MODEL

At the initial discovery phase, the implementation team should focus on validating the documented business processes and developing a unified data model that covers all business data for both Salesforce and FinancialForce. This unified data model will have to be understood by the implementation team and optimal for mapping between the systems as it is crucial to determine data relationships and the flow of data between systems.

5.1.2 CONTACTS MANAGEMENT

Contacts are collected through a number of channels; at meetings, staff trips, events, and any time that a Crop Trust staff member comes into contact with a potential partner, donor, collaborator, etc.

All different types of contacts at the Crop Trust will be identified prior to the implementation. Salesforce will be the single source of truth for contacts. All contacts that are scattered in different applications e.g. Insightly, Openbravo, Google sheet, etc. need to be cleansed, deduplicated and migrated to Salesforce.

5.1.3 LEAD AND OPPORTUNITY MANAGEMENT

Opportunities for prospective donors and partners who have expressed an interest in the Crop Trust will be managed in Salesforce by a limited number of staff members. Depending on the area of interest, different group of staff members will be responsible to contact prospective donors or partners. All correspondences need to be recorded and linked to the relevant activities. Email and phone call are used to contact the prospective donors/partners. It is estimated that 15 users need to access the opportunities object in Salesforce.

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5.1.4 PROJECT AND GRANTS MANAGEMENT

The Crop Trust receives donations and pledges from governments, foundations, corporations and individuals. The Crop Trust has approximately 50 active donors who contribute to the endowment and also fund the Crop Trust's programs, projects and operational expenses. Around 100 governments, research institutes, universities and NGOs known as partners or grantees, who contribute to complete the projects, will receive grant disbursements at different stages of the projects.

Once the funding for a project is secured, project management staff in the Science team engages relevant partners for project implementation through grants, meetings and activities. In certain cases, a Project Management Team is set up including partners from outside the Crop Trust, who will have responsibility for financial allocations and approval of proposals, workplans, reports and budgets, etc. Grants will be disbursed (occasionally in local currencies) in line with stringent grant monitoring and evaluation procedures including the evaluation and approval of the technical and financial reports by the Crop Trust.

Contract Management includes two phases, the pre-conclusion and the post-conclusion phase. The technical proposal development and interaction with donors and partners are managed by the Science Team together with the Contracts Team to ensure compliance of proposals with donor and Crop Trust requirements. Finance Team is developing financial aspects at this stage including budgets and reporting templates. Once a proposal is approved and agreed by the parties involved, respectively, Contracts Team develops tailored draft contracts based on a set of templates. Subsequently, full contracts including annexed proposals are discussed and negotiated between partners and Contracts Team, which also includes managing signature processes.

The process of developing service contracts to support Crop Trust operations or projects is managed in a similar way. Partners are selected in line with the Crop Trust procurement guidelines, technical aspects of services are discussed with partners in ToRs annexed to service contracts.

The pre-conclusion phase is widely managed by the Contracts team. Relevant processes are detailed under 3.1.2 above. Processes of the post- conclusion phase are very much dependent on the nature of relevant contracts. Contracts that require financial transactions include donor agreements through which the Crop Trust receives financial support by external donors, grant agreements through which the Crop Trust supports research partners, service and consultancy agreements through which the Crop Trust requests services to support the Crop Trust operations or services to support particular project activities. Generally, Crop Trust teams that request particular services or manage a particular project (i.e., Program or Project Managers) are responsible for implementing respective agreement. The Finance team, however, plays an important advisory role in contract implementation and also mandatorily clears and approves project reports, consecutive payments and process invoices for services rendered.

All agreements signed by the Crop Trust follow a clearance protocol prior to contract signature. This protocol includes members of relevant Crop Trust teams (depending on nature of contract), and always include the Contracts and Grants Manager, the Director of Finance, and the Executive Secretary (for contracts worth an amount above a particular threshold). The budget holder (project manager for grants/donor agreements) plays a central role in the clearance process.

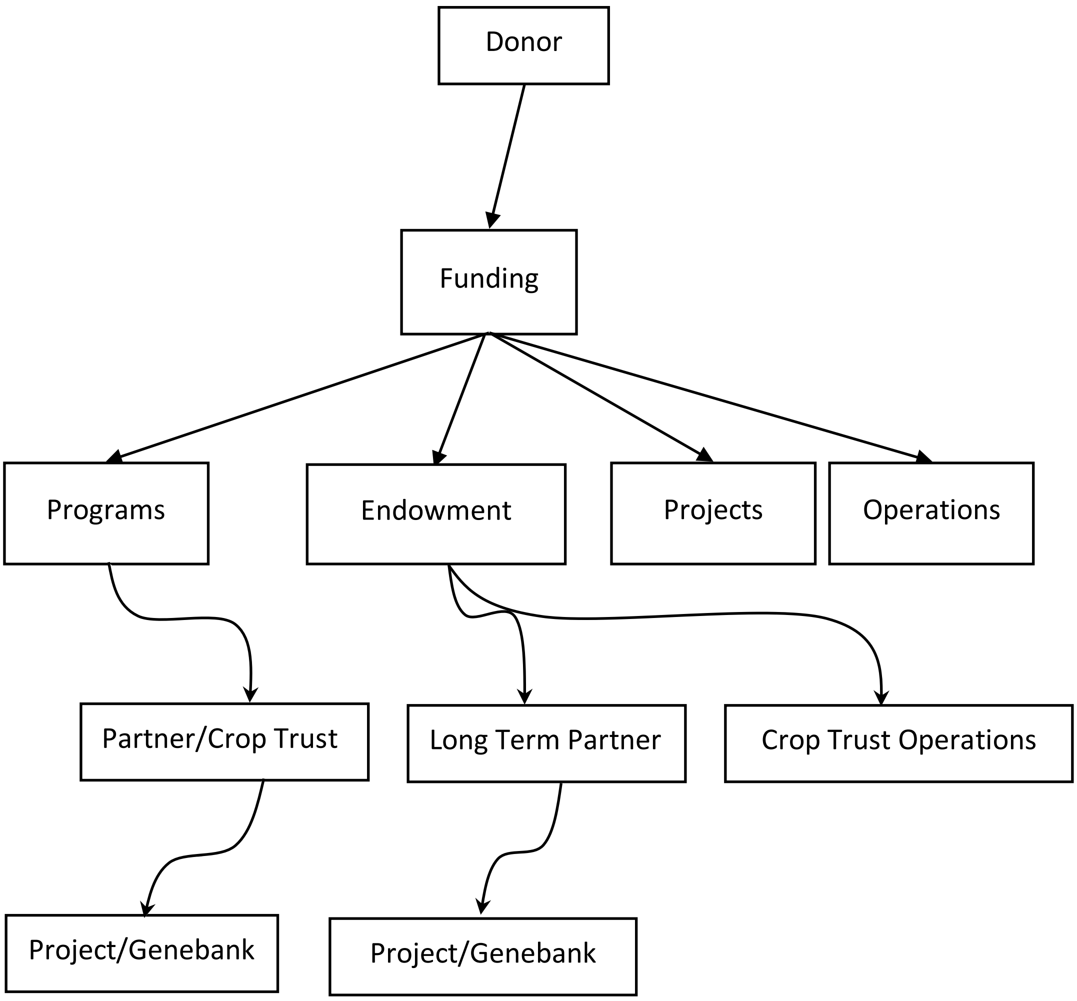
Payment from donors are usually requested concomitantly with contract conclusion, sometimes invoices from Finance are required to request these payments.

Payments to project partners require the Crop Trust's approval of technical and financial reports, and for the Genebank Platform and certain projects from the external Management Team. These reports are requested by and developed in co-operation with Crop Trust project managers. Report approval process follows a defined clearance protocol, see above.

Payments to service providers require the Crop Trust's approval of invoices. Invoice approval requires written confirmation from relevant staff to confirm services were rendered.

The implementation team will validate and model the abovementioned processes in detail and design a schema and method for managing and tracking all the information centrally from within Salesforce. The implementation team will carefully review the capabilities in both Salesforce and FinancialForce to determine the data model for the implementation while FinancialForce remain the single source of truth for financial information.

The following diagram illustrate a simplified conceptual schema. This schema will need to be further developed and validated during discovery sessions. Please note that during the design process, it may be determined that additional levels or groupings are necessary.



As illustrated, staff members, partners and donors are the beneficiaries of the integrated solutions.

5.1.5 Registers , Internal Workflows and Approvals

Other key Crop Trust information must be managed through registers, and automated approvals and workflows. Register refers to a database that stores information about a certain activity. This is known as an object in Salesforce. The complete list of deliverables are listed in section 7 Scope of Work.

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5.2 FinancialForce

The FinancialForce has already been selected but it has not been purchased as yet. Based on the outcome of the discovery sessions, the implementation team must provide a recommendation on the modules, type and number of licenses to be procured for FinancialForce. The Crop Trust has purchased one full copy sandbox in Salesforce that can be utilized for FinancialForce too.

The FinancialForce will be exclusively utilized by the Finance team while some financial information, as indicated earlier, need to be available in Salesforce for all staff members (subject to access permission). FinancialForce will also house all donor- and grants-related financial information that need to be linked to objects e.g. Project Management and Monitoring & Evaluation, etc. in Salesforce. This system will be the single source of truth for financial data.

5.2.1 Develop a Unified Data Model

As indicated earlier, the implementation team must build a unified data model. For more details please see 5.1.1 Develop a Unified Data Model.

5.2.2 Contacts Management

All the business partners related to financial activities must be registered in Salesforce Accounts and Contacts. There may be some fields that need to be visible only to Finance team. Salesforce is the single source of information for contacts management.

5.3 Box

Box is identified for storing and sharing files. It will provide easy ways to share and collaborate on documents with internal staff and external partners. Box will be the official repository for content. Box must be integrated with Salesforce and FinancialForce so that all the contents such as proposals, contracts and invoices stored in Box are accessible from within Salesforce and/or FinancialForce by the users who are granted access.

Only the relevant files to the current activity or record must be displayed to Salesforce and FinancialForce users. The content uploaded to Box needs to be segregated based on the classification. 35 Box user licenses have been purchased. Box environment will be configured by Crop Trust IT staff.

5.4 Implementation

This project will be implemented in four phases across two years and is expected to commence in April 2020. The first phase is focused on establishing the detailed work structure and plan, validate and improve the as-is business processes, develop/finalize use cases, design and perform the base installation of the three core systems, implement the highest priority use cases and implement integrations.

The second and the third phase are focused on implementing Human Resources processes, Internal workflows and approvals and e-Signature respectively.

At the end of the third phase, majority of the workflows will be setup and the content of many of the Excel spreadsheets are translated and migrated to Salesforce or FinancialForce. The final phase is focused on any discovered or low-priority workflows. The implementation team may discover that the activities need to be reprioritized to gain quick values and benefits.

The phases that follow the first phase are also focused on further enhancing the implementations.

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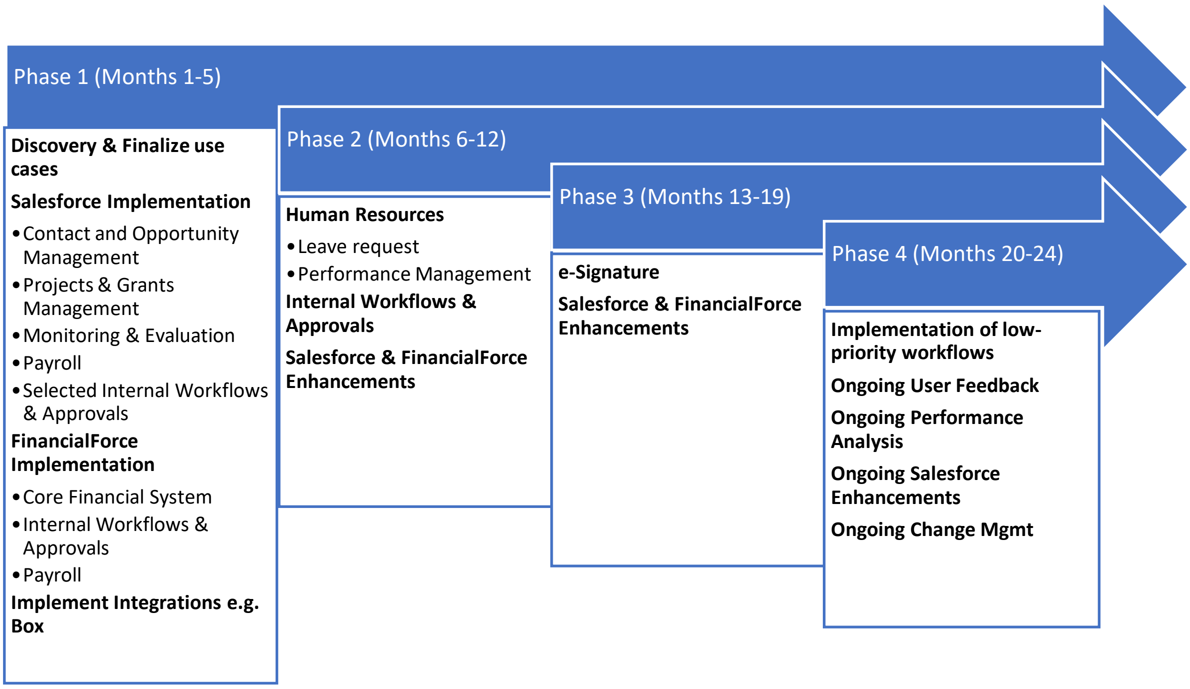

Phase one is expected to roll out latest in August 2020.

5.4.1 Staffing and Governance

In order to ensure the successful implementation of the project, the Project Manager will manage the project and administer the solutions. He will be trained as Salesforce and FinancialForce Administrator in early 2020. This will allow an effective transfer of knowledge from the implementation team to the Project Management and also to take on some of the tasks envisaged for this project. The implementation team will need to coordinate this with the Project Manager. The Project Manager will be the owner of the project and manage the project closely.

The management team at the Crop Trust will be the final authority that will monitor the project at a high level and approve critical changes to the project. Any deviation from the agreed budget or timeline requires management's approval. Change control is employed to identify, approve and implement changes to the agreed scope. Any expansion to the project baseline requires the management approval and it has to be documented.

A Project Sponsor has been identified to provide direction and guidance for project.

Key staff members from each function have also been identified to represent the relevant functions in the project implementation.

The project manager will hold weekly project meetings with implementation team to monitor the progress of the project and address any issues identified. The project manager in association with the key staff members and product owners at the Crop Trust will evaluate the performance of the selected provider by conducting reviews and assessments of the products.

5.4.2 Approach

The project will preferably be managed using a hybrid methodology whereby the baseline is agreed in the beginning, but it provides a degree of flexibility for additional functionality modifications and enhancements during implementation.

The work breakdown structure and the respective timeline and cost must be defined at the beginning in a way that the Minimum Viable Products (MVP) will be completed first to gain quick values and benefits. This will enable the stakeholders to interact with the product and identify any issues or deviations from the expected output in early phases. Requests for change to the baseline will be handled through 'change request process' and then prioritized in the backlog.

6 Procurement Schedule

Milestone	Date
Request for Proposal Publish Date	27 January 2020
Closing date to submit pre-proposal questions for the teleconference	5 February 2020
Pre-proposal teleconference (attendance is not mandatory) *	10 February 2020 14:30 CET
Closing date for receipt of completed proposals	28 February 2020 23:59 CET
Result Notification	10 March 2020
Contract negotiation and conclusion	27 March 2020
Project commencement	April 2020

7 Scope of Work

The purpose of this RFP is to engage implementing partners for business process analysis and planning, consulting, configuration, development, implementation, user acceptance testing, training and support of Salesforce, FinancialForce and Box systems to create a single, unified view of the Crop Trust information and interactions. Through the implementation of integrated solutions, the Crop Trust is looking to become more efficient in the execution of its duties by implementing best practices and to manage and streamline internal processes and approval workflows, manage programs and projects, and streamline interactions with the partners. It is also the aim of the Crop Trust to reduce paper consumption and implement technologically advanced electronic processes.

The integrated system solutions are anticipated to meet the requirements as described below:

- The project must be delivered with minimum customization efforts to the systems solutions
- FinancialForce must be exclusively utilized by Finance team and Salesforce by all staff and community portals for a wide range of partners for reporting. A selected number of staff members may be required to access FinancialForce for the budget management and purchase request. This needs to be defined in discovery sessions. There must be a clear distinction of what information will be housed in each platform.
- Box must be fully integrated with both systems to store the content and attach documents to the relevant records.
- The selected implementation team must carefully review the functionalities that are available in both platforms and determine how capabilities will be built. They must also validate the current business processes. These will be pre-requisites to develop a unified data model.
- The implementation team must build a unified data model, as specified in 5.1.1 Develop a Unified Data Model, that will be utilized for implementation and integration.
- The implementation of systems must be in compliance with GDPR

* Subject to acceptance of the NDA

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- The implementation of systems must be in compliance with internal policies and strategies including data classification and retention policy. Please contact procurement office to obtain copies.
- Automatic provisioning users and group memberships from Azure AD to be assigned to roles, profiles, etc. to centrally manage users and their permissions. This will be performed by IT team at the Crop Trust.
- The implementation team is expected to conduct in-person discovery sessions and trainings. Please include all cost involved in your proposal and outline the planned resources e.g. staff, number of days, etc.
- History tracking must be enabled for selected fields in Salesforce objects
- Workflows in Salesforce and FinancialForce must provide out-of-office feature to delegate the roles for approval

For the complete list of deliverables please refer to Annex 5: List of Deliverables.

8 SUBMISSION OF PROPOSALS

The vendor shall submit a proposal for the implementation of Salesforce and FinancialForce which demonstrates and provides evidence that the vendor has the capabilities, professional expertise, and experience to perform the services described herein. The proposal submitted by a vendor should comprise all the information requested as indicated in 8.3 Response Format. Only offers that deliver all activities defined in this RFP will be accepted, partial offers will be rejected.

8.1 LANGUAGE

All responses to this RFP must be written exclusively in English.

8.2 JOINT PROPOSAL

The Crop Trust will accept the submission of individual or joint proposals that deliver all activities outlined in this RFP too. If the vendor is a group of legal entities that will form a joint partnership to submit a proposal, they shall confirm in their proposal that they have designated one party to act as a lead entity. If they are awarded the contract, the contract shall be entered into, by and between the Crop Trust and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint partnership. The lead entity will be the contracting party to the Crop Trust and will assume the full responsibility for implementing the project.

8.3 RESPONSE FORMAT

All RFP responses should be in accordance with the format defined in the table below and include each section in the order presented. Failure to address all items will impact the evaluation and may result in possible exclusion of the proposal from further consideration. Please make sure all relevant pages are signed. For joint proposals, vendors must fill out sections 1-4 individually and sections 5-6 jointly.

Section	Title	Content
Section 1	Proposal Cover Page	Use the cover page provided in Annex 1: Proposal Cover Page
Section 2	Self-Assessment	Complete self-assessment in Annex 2: Self-Assessment
Section 3	Declaration of undertaking	Refer to Annex 3: Declaration of Undertaking

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Section	Title	Content
Section 4	Qualifications and expertise	Provide an overview of qualifications and experiences of your firm including the following: • Provide the number of years the firm has provided the services outlined in the RFP • CVs of the project managers and any staff member involved in the project implementation including a list of tasks for which they will be responsible • Description of experience with similar projects for non-profit/international organizations • Organizational chart • Specify if you are an authorized partner with Salesforce.com, Salesforce.org (with tier level) or FinancialForce • Any other relevant documents
Section 5	Project proposal	Provide a technical proposal that meets the requirements and delivers the outputs outlined in this RFP. Topics outlined in Annex 6 must be addressed in the project proposal. Indicate exceptions to this RFP from any section. Identify a preferred workaround or alternative to each exception.
Section 6	Pricing proposal	Provide a pricing proposal for the requirements outlined in Annex 6 using the tables in 9.4 Financial Proposal. Pricing must be complete, exclude VAT and list any available discounts. Provide a fixed pricing (total hours and hourly rates) with cost breakdown per project activity outlined in this RFP and per system (SF/FF) and a monthly estimation for third-party solutions recommended in the offer. Provide all the rates available, the hourly rates will be applied to any out-of-scope activities discovered during the implementation.

8.4 Costs of Tender Response

The vendor shall bear all costs associated with the preparation and submission of the tender response. Under no circumstances shall the Crop Trust be responsible or liable to the vendor, regardless of the outcome of the RFP.

8.5 Official Contact

All responses to RFP and pre-proposal questions must be sent to the following address:

Contact Name: Ms. Mary Ghira

Title: Finance and Procurement Officer

Email Address: procurement@croptrust.org

Submission of proposals to any other address will not be accepted.

The proposal shall be signed and dated by the vendor or any other person authorized to bind the vendor. The submission of a response to this RFP implies that the vendor accepts all the terms and conditions of this RFP.

8.6 Confidentiality and Request for Additional Information

In order to receive additional information, vendors have to sign an NDA. Upon receival of the signed NDA, a link for submitting questions, and any additional information requested, will be shared to the email address provided.

The signing of the NDA is not mandatory for submission of a proposal BUT it is for receiving additional information (Points 1-12 below).

All information and data provided to the vendor by the Crop Trust and all other documents to which the vendor's employees have access during the preparation and submission of the proposal shall be treated as confidential. Any oral or written disclosure to unauthorized individuals is prohibited.

The following information can be provided by the Crop Trust if deemed necessary by the vendor:

1. IT Architecture Diagram
2. Internal Policies and Guidelines:
    a. Policy for the classification and handling of institutional data
    b. ICT Policies and Procedures
3. Organizational Chart
4. Business Processes Register
5. Digital Roadmap Report Summary
6. Financial documents (budget codes, chart of accounts)
7. Project related documents
    a. Agreement (with proposal as an annex) sample
    b. Technical report sample
    c. Budget report sample
    d. Target list sample
    e. Reporting sample
8. Travel Request and Authorization sheet sample
9. Payroll sheet sample
10. OpenBravo Tables and Records Report
11. Pre-Proposal Teleconference
12. Questions and Answers tracking sheet

Requests for the above documents/information must be submitted to the official contact provided in 8.5.

8.7 Pre-Proposal Questions and Teleconference

The Pre-Proposal Teleconference will be held on 10 February 14.30 – 16.00 CET and questions that vendors would like to have addressed during this teleconference have to be submitted latest by 5 February. Remember, the participation in the teleconference requires the acceptance of the NDA – therefore, any vendor who would like to participate in this event has to have the signed NDA (refer to Annex 4) submitted to the Official Contact before 10 February. Only those vendors who have signed the NDA will receive further details regarding the pre-proposal conference.

Any follow-up questions during the proposal preparation will be addressed (and recorded for all vendors who signed the NDA) through a *Questions and Answers Tracking Sheet*.

8.8 Period of Validity of the Proposal

All RFP responses made by the vendors shall remain valid for sixty (60) days after the deadline for receipt of proposals.

8.9 Ownership of Documents

Any material submitted by a vendor shall become the property of the Crop Trust. Materials submitted after a contract is signed will be subject to the ownership provision of the executed contract.

8.10 Modification and Withdrawal of the RFP

At its sole discretion and without any requirement for justification, the Crop Trust may amend the RFP prior to the deadline for submission of proposals. Such amendments will be posted on the website alongside the original RFP.

Vendors who have been directly contacted by the Crop Trust and all that have already submitted a signed NDA, shall receive a written notification of such changes.

To enable the vendors to take account of these changes in their response, the Procurement Office may, at its sole discretion, extend the deadline for submission of proposals.

The Crop Trust retains the right to withdraw this RFP without any requirement for justification. No claims for damages of any kind whatsoever may be made to the Crop Trust following the withdrawal.

No proposal may be modified subsequent to the deadline for submission indicated in the call for tender.

9 General Terms and Conditions

Vendors must prove their financial, technical and professional capacity to carry out the work subject to this RFP.

9.1 Exclusion Criteria

Vendors shall be excluded if Annex 3: Declaration of Undertaking is not accepted or if technical proposal is ‘not likely to meet all requirements’.

9.2 Evaluation Criteria

These criteria serve to assess the vendor’s level of qualification and competences.

The vendor is requested to provide information on similar projects performed for similar entities, especially to other International Organizations, NGOs or public entities.

In order for the Crop Trust to assess the vendor’s expertise, vendors are requested to include the relevant document in section 4 of the proposal.

Using a Cost-Utility Analysis, the Crop Trust will weigh the award criteria. In the next step, the offer will be reviewed and scored from 1 to 10 for each criterion. A weighted scoring system to evaluate the award criteria shall be applied. Total cost of ownership of each offer will be compared.

Evaluation Criteria	Weight
Total cost of ownership over 10-year time	40
Vendor expertise, experience, strength, resources, ethics and financial stability	15
A project proposal addressing topics outlined in 6 Topics in the Project Proposal	20
Salesforce or FinancialForce authorized partner	15
Customer reference, presence in EMEA region	10

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Evaluation Criteria	Weight
Total	**100**

9.3 Technical Proposal

The offer provided by the vendor will be examined from a technical perspective. Vendors are requested to provide the information as requested in this RFP and according to instructions and templates provided. The Crop Trust reserves the right to reject an offer in cases where some requirements are missing or if it estimates that a number of requirements have not been met.

The following table illustrates the scoring for the quality of proposal.

Relation to requirements	Strengths	Likelihood of success	Score
Exceeds meeting all requirements	Numerous and significant in key areas	Very high	10
Expected to meet all requirements	Some and significant in key areas	High	8
Capable of meeting all requirements	Some in non-key areas	Fair	5
May not be capable of meeting all requirements	None with significant deficiencies	Poor	2
Not likely to meet all requirements	None, needs major revision	None	Offer rejected

Please note that the adherence to RFP instructions will also be considered.

9.4 Financial Proposal

The financial proposal shall include all implementation, integration, trainings and travel expenses foreseen for this project. The financial proposal shall also include estimation for third-party licensing costs[†].

The vendor must specify fixed pricing with cost breakdown per deliverable including hours and rates when listing costs for the implementation phase as specified in this RFP:

	Deliverable	Hourly rate	Est. total Hours	Price (All inclusive)
1	Deliverable 1			
2	Deliverable 2			
3	Extract, Transform & Load (ETL) OpenBravo-FF[‡]			
4	…			
	Total			

Further, provide the pricing in the following form:

†Estimations for Salesforce and FinancialForce licenses are not considered for vendor's cost score

‡ Please make sure ETL from OpenBravo to FinancialForce is calculated in a separate line

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Year	One-off cost (all inclusive)	Recurring Cost (all inclusive)
Year 1		
Year 2		
Year 3-10		
Total		

9.4.1 Financial Evaluation

The Crop Trust evaluation team will assess and make a financial ranking of the tenders received. The price quoted must be a firm, non-revisable price and must be denominated in EUR or USD. Financial proposals in EUR will be converted to USD based on the latest exchange rate available at UN treasury website[§].

The price quoted must exclude VAT (as the Crop Trust is exempt from this tax) and list any available discounts. Please note that the VAT amount will be included in the price comparison if the Crop Trust VAT exemption status is not accepted by the vendor. Exceptions can be made for vendors with German VAT numbers as German VAT can be claimed back from the German government (refer to Annex 2: Self-Assessment – VAT exemption).

Each vendor's cost score will be calculated using the ratio of the lowest cost proposal to the vendor's cost, multiplied by the maximum number of cost points available, multiplied by weight as shown in the following calculation:

$$\frac{\text{Lowest total cost offer}}{\text{Vendor total cost}} \times 10\ (\text{Total points available}) \times 40\ (\text{weight})$$

9.5 Award of the Contract

The contract shall be awarded to the vendor offering the best value for money. The Crop Trust reserves the right not to select any vendor if the amounts tendered exceed the budget envisaged for this project. Where applicable, the Crop Trust may ask the vendor to provide clarification about the tender. This request, as well as the response, shall be in writing. Each vendor shall be informed about the decision by the evaluation team.

9.6 No obligation to award the contract

The Crop Trust is not liable to pay any compensation with respect to vendors whose tenders have not been accepted. Nor shall it be liable should it decide not to award the contract.

The Crop Trust reserves the right to contract in full or partly the modules or services described in this RFP without having to provide any justification or having to compensate the vendor for any damage whatsoever.

9.7 Duration of the agreement

It is intended to conclude the service agreement for duration of 24 months.

9.8 Acceptance of the conditions of the RFP and provisions applicable to the agreement

The vendors acknowledges that providing an offer implies full acceptance of the conditions set out in this RFP and to the provisions applicable to the agreement.

[§] https://treasury.un.org/operationalrates/OperationalRates.php

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Annexes

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1 Proposal Cover Page

Name of Vendor

Contact Information (Mailing Address, Email Address, Phone number)

Do you offer all services and activities outlined in this RFP?

☐Yes ☐No

Do you submit your proposal jointly with another vendor? ☐Yes ☐No

If yes, name your partner(s)

If yes, name the lead entity

Do you have offices in EMEA and provide technical support during CET working hours?

☐Yes ☐No

We agree to releasing any and all intellectual property of source code produced to the Crop Trust. ☐Yes ☐No

We certify that the source code produced does not infringe on intellectual property of others and is used in compliance with the license. ☐Yes ☐No

I hereby certify that I am a representative of the above named vendor, duly authorized to sign and commit said vendor to this RFP.

Signature of Firm Representative	**Printed Name and Title of Vendor Representative**

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2 SELF-ASSESSMENT

Please refer to the enclosed file.

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3 DECLARATION OF UNDERTAKING

Please refer to the enclosed file

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4 NON-DISCLOSURE AGREEMENT

Please refer to the enclosed file.

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5 LIST OF DELIVERABLES

The activities of this project are listed below with that are expected to be implemented in the first, second and third phase of the project accordingly.

P: Phase, SF: Salesforce, FF: FinancialForce, 1: Phase 1, 2: Phase 2, 3: Phase 3

P	Activity Group	Project Activity	Description	SF	FF
1	Planning and Implementation Requirements	Project Planning	Develop detailed work breakdown structure, project timeline and cost Implementation must be planned for gradually rolling out the new functionalities allowing users to get comfortable with the application and adopt the most critical features	X	X
1		Discovery	Attend on-site listening session(s) with staff members and teams, document use cases and compare them with the documented (as-is) business processes, and review and validate findings with end users, managers, and other stakeholders	X	X
1		Design	Perform business process improvement: • Review of the present operating models, process flows & organizational structure • Validate the existing processes or capture new processes • Refine approval process and determine whether there may be a combination of automated and manual approvals • Identify and address inefficient and redundant processes • Understand and document new and required functionality • Present final process maps and requirements for review and approval Based on discovery, business process improvement and functionality of systems, produce a unified data model for the systems and any potential third-party application that covers all core business data; A common understanding of the data model between implementation teams for the respective systems (if applicable). Determine an optimal mapping between the systems	X	X

P	Activity Group	Project Activity	Description	SF	FF
1		Configuration	Configuration of Salesforce and relevant modules including Chatter, Community Portals, Reporting (for an average of two reports per object.), etc. and FinancialForce platform based on the agreed design scheme, identified requirements and best practices	X	X
1		ETL	Conduct data migration from legacy systems listed in 4.11 Legacy Systems to Salesforce and FinancialForce respectively as determined in design phase;	X	X
1		Integration	Perform an integration of Salesforce, FinancialForce, Box (and any relevant apps where appropriate) as determined in design phase Explore options to provide a solution to integrate Salesforce (and preferably FinancialForce) to an email client in order to maintain the history of correspondences associated with the relevant records in Salesforce (and FinancialForce) Integrate Salesforce (and preferably FinancialForce) Calendar to Google Calendar	X	X
1		Support	Ongoing user support, technical assistance, and user acceptance testing throughout the implementation and enhancement period	X	X
1		Training	Full on-site training for end users upon the first launch. Training, documentation, technical assistance and knowledge transfer to the project manager to equip him to maintain and expand the solution in-house. All training details e.g. number of trainers and days must be included in the offer.	X	X
1		Backup	Identify and implement tools to backup Salesforce/FinancialForce configurations, metadata (to on-premise Crop Trust Gitlab instance) & data	X	X
1		Lifecycle Management	Automate release management, issue management, change control (approval, documentation of changes and associating changes to the issues/requests) and compliance	X	X
1		Documentation	• Implement or identify a tool to document all developments, enhancements and changes and associate them to the relevant change request	X	X

P	Activity Group	Project Activity	Description	SF	FF
			• Streamline documentation of business processes and associate the official documentations from register (as specified above) and business process documentation to the actual process with necessary controls to remind (or preferably enforce) the user to change the respective documentation once the actual process has changed and vice versa.		
1		Document Generation	Generate documents e.g. pdf, docx, xlsx from the existing records using templates through a robust and user-friendly interface	X	X
1		Associate document version of each state to a record	Maintain the relevant document version to each state e.g. final, signed, etc. and associate them to the relevant record	X	
1		Dated Multi-Currency	The local currencies need to be converted to the official Crop Trust currency (USD) using UN operational rates of exchange[5] across all objects (including custom objects). The figures must be displayed in both local and Crop Trust currency. The conversion must support dated exchange rates.		X
1		Display Financial Information in FF	Salesforce assignments outlined in implementation, testing and enhancement are usually required to be linked to financial information.	X	X
1		Weekly Call	Attend weekly calls and provide update on the project progress and issues experienced	X	X
1		Salesforce Licenses	Recommendation on the type and number of Salesforce user and third-party licenses to be acquired with a cost estimation based on the output of the discovery sessions	X	
1		FinancialForce Licenses and Modules	Recommendation on the type and number of FinancialForce user and third-party licenses and modules to be acquired with a cost estimation based on the output of the discovery sessions		X

[5] https://treasury.un.org/operationalrates/OperationalRates.php

<table>
<tr><th>P</th><th>Activity Group</th><th>Project Activity</th><th>Description</th><th>SF</th><th>FF</th></tr>
<tr><td colspan="6">Implementation, testing and Enhancement:
Perform implementation, testing and enhancement of the system based on the design scheme and requirements.</td></tr>
<tr><td>1</td><td rowspan="3">Core Activities</td><td>Contact Management</td><td>• Contact management in Salesforce and FinancialForce for all identified contact types. Contact entries support different permission levels and some custom fields e.g. crops, country, point of contact, etc. Relate to donor agreements information e.g. length, amount, etc. Salesforce will be the single source of truth for contacts.
• Support easy scanning and storage of contact information e.g. from business cards via available mobile apps.
• Review and approval workflow for contacts/accounts (that include additional information including bank details, etc.) that will be mainly utilized in FinancialForce</td><td>X</td><td></td></tr>
<tr><td>1</td><td>Lead and Opportunity Management</td><td>Track opportunities for pledges as well as grants through their full lifecycle and maintain the history of all interactions with stakeholders (donors and partners) that lead into donor or grant agreements. Partnerships and Science team will mainly use this component. When an opportunity with a donor is won and closed and an agreement is signed, all relevant information from the opportunity, including donor information, schedule, contacts, etc. should automatically be linked.

Streamline the processes from proposal development to agreement execution for donor and grant agreements. This process needs to keep track of multiple proposals and maintain the history of failed proposals while one proposal will be accepted. Completion of this process will typically trigger creating a project or a grant.</td><td>X</td><td></td></tr>
<tr><td>1</td><td>Contracts Management</td><td>A central place to manage the full lifecycle of all types of contracts from development of proposal and terms of reference to contracts conclusion:
• Create proposals and agreements using the templates with placeholders that are filled with the values from Salesforce records
• Associate all relevant documents to the relevant entry</td><td>X</td><td></td></tr>
</table>

<table>
<tr><th>P</th><th>Activity Group</th><th>Project Activity</th><th>Description</th><th>SF</th><th>FF</th></tr>
<tr><td></td><td rowspan="2"></td><td></td><td>Track and monitor implementation of contracts e.g. milestones, etc. through the entire lifecycle
Create various contract types: donor agreement, grant agreement, service, agreement, consultancy agreement and others
Configure the lifecycle for each contract type independently
Facilitate the contract amendments
Integration with digital signature
Automate clearance, approval and reporting workflows
Maintain different states of a document and lock them where appropriate
Link contracts to grants in Project Management for technical, financial report submissions and project amendments</td><td></td><td></td></tr>
<tr><td>1</td><td>Project management, Monitoring and Evaluation</td><td>Support the creation/association of projects under/to a donor agreement, which in turn can house grants that can be assigned to project and partner records. All partner contact information, evaluation requirements, schedule and subgrants should be included in the grant record. Tracking of budget and spend for all grants should be visible on the grant record. FinancialForce must be integrated for financial-related information.
Project Management
A project is made up of a set of grants to grantees (partners). Each grant (subproject) is an agreement with a partner consists of milestones with a series of activities. These grants may occasionally be delegated to other partners through subgrants. To evaluate the progress of a grant, indicators for each activity are agreed in the workplan. These indicators will be measured against the planned targets upon each submission. In addition to the above, long-term grants and partnerships are in place with selected partners which involve the monitoring of the status of crop collections with respect to performance targets, involving detailed tables of accession numbers. Disbursements are usually made upon a successful report submission. Grant and subgrant financials also play an important role in grant management and they will be reviewed in details in each submission.</td><td>X</td><td>X</td></tr>
</table>

P	Activity Group	Project Activity	Description	SF	FF
			As subgrants are managed by partner, the Crop Trust monitors the financial aspect. Depending on the circumstances and how the grant progresses, there is usually amendments to the agreed workplan, budget and disbursement schedule. This can be done through an annual workplan. These amendments need to be applied to the remainder phases of the grant. o Set up milestones and activities for each grant displayed in a table & Gantt chart which is linked to outcomes and performance targets based on a programmatic framework o Associate grants to one or more crop/species, Institute (partner) and geographic location o Evaluate grants (technical and financial) in a certain frequency (typically in annual basis) and sometimes on midterm basis as deemed necessary o Assign different frameworks to grants for evaluation o Ability to perform amendments to workplans (activities, budget, timeline, etc.) and apply the amendments to the remainder stages of the grant while maintaining the history of amendments to the original workplan o Integrate with FinancialForce to manage financials (budget, disbursement, actuals, etc.) o A calendar to record project-related events. This calendar needs to be shared with partners through the community portal • Monitoring and Evaluation (M&E) o A user-defined evaluation cycle for technical and financial reports and annual workplan (amendment) submissions o Interim amendment in special circumstances o Multiple status for submissions (being compiled, under review, completed, reopened) o Indicator types are both narrative and quantitative o Each evaluation period may require different set of indicators. For each evaluation period, indicators must be associated from a pool of defined indicators		

P	Activity Group	Project Activity	Description	SF	FF
			○ Automatically or semi-automatically measurement of indicators against targets, depending on the indicator ○ Flexibility to further tailor evaluations for each partner ○ Table templates at different reporting levels (accession, crops, crop groups, center) that could be updated every year ○ Approval process at indicator level: Responses to indicators require approval from reviewers. They can be flagged by evaluator if not satisfactory. The marking of indicators is tied to the approval process. The evaluation cannot be submitted until all indicators are accepted. ○ Approval process at submission level: There is a specific technical and financial checklist on which reviewers correspond and pose questions and partners respond. Submission is not accepted until all questions are satisfactory. ○ Produce PDF file from the approved and digitally signed report to be sent to the partners ○ Correspondence facility at indicator level and report level between Crop Trust staff (confidentiality) and between Crop Trust and the partners ○ Online and Offline evaluation (Download/Upload Excel sheet reports from/to Salesforce with data validation upon uploading) ○ Measure the indicators against defined targets ○ Different permission levels for different roles (on both Salesforce and Community) ○ Instant notification for activities with a user defined frequency of alert email ○ Integration with Genesys[6] through API for validation of submissions ○ Maintain the previous submissions and ability to compare the current submission with the historical data ○ Automate monitoring deviations from the planned budget and flag them if it is above or below a certain threshold		

[6] https://www.genesys-pgr.org/

P	Activity Group	Project Activity	Description	SF	FF
			○ Financial information synced instantly to FinancialForce ○ Ability to delegate a certain task to a relevant team member ○ Produce reports against a certain criteria/indicator for a submission(s) ○ Produce financial reports with breakdown per partner, evaluation period, activity, etc. ○ Produce reports per partner, year, indicator and subindicator (i.e. cell within tables) ○ Automatic reminder when reports are due		
1		Partners Portal	A portal to manage, monitor and evaluate partners activities and their financials as specified in Project Management, Monitoring and Evaluation and to see summarized reports and each other's reports.	X	X
2		Donors Portal	A portal to generate reports and dashboards for projects customizable to the reporting requirements of donors.	X	X
1	Travel & Events Management	Travel Request and Authorization (TR&TA)	• Support the management and tracking of travel requests (estimation and approval), travel authorizations and travel expense claims • Streamline travel authorizations when a travel request is approved and all associated costs are known to the Travel office • Pre-approval travel costs • Support management, recording and processing of Travel Expense Claims, and integrated with FinancialForce • Link the financials to the FinancialForce and budget management • Facilitate travel reporting to finalize and close a travel request	X	X
3		Travel Request and Authorization (TR&TA)	• Record traveller's itinerary • Explore option to improve recording of Travel Expense Claims using mobile apps	X	X
2		Travel Reports Register	Store travel reports and relevant information e.g. location of visit, contacts, etc. produced by staff members. These information e.g. contacts must be associated to the relative record in Salesforce and content in Box. This is relevant to TR&TA.	X	

<table>
<tr><th>P</th><th>Activity Group</th><th>Project Activity</th><th>Description</th><th>SF</th><th>FF</th></tr>
<tr><td>3</td><td></td><td>Events Management</td><td>Support streamlining event requests, including the reservation of meeting rooms, ICT setup, duration of the meeting, logistics, DSA payments, etc.
Manage and organize major event logistics and interactions with the participants centrally linking Travel Requests and Expense Claims</td><td>X</td><td></td></tr>
<tr><td>1</td><td rowspan="4">Finance-Corporate and Budgeting Services</td><td>Purchase Order Request</td><td>Purchase order request, purchase order approval and confirmation of delivery implemented in Salesforce or FinancialForce.</td><td>X</td><td>X</td></tr>
<tr><td>1</td><td>Petty Cash</td><td>Raise petty cash requests and approvals in Salesforce. Manage and display the petty cash requests, their status and bank reconciliation in FinancialForce.</td><td>X</td><td>X</td></tr>
<tr><td>1</td><td>Subscription request (Recurring invoices)</td><td>Manage the request and approval of (new or extension) subscription purchasing implemented in Salesforce and/or FinancialForce</td><td>X</td><td>X</td></tr>
<tr><td>1</td><td>Budget management</td><td>Enable budget holders to plan, view, control and amend budgets including multi-year budgets, and create reports with instant sync with FinancialForce.
Create versions to track changes
Enable the combination of different departmental budgets into institutional budget
Lock budget once it has been approved
View the version history and compare them
Monitor a budget table including proposal budget, planned annual budget, revised budget, committed funds, actuals and balance (and disbursements for service contracts or grant agreements)
Display intuitively simplified as well as advanced view (detailed expenses) for budget table
Budget forecasting based on the past – if possible
Committed and actuals link to Finance and travel</td><td>X</td><td>X</td></tr>
<tr><td>2</td><td>Finance Office</td><td>JE adjustment</td><td>Streamline request and approval for adjustment in Journal Entry once any discrepancy is discovered</td><td></td><td>X</td></tr>
</table>

P	Activity Group	Project Activity	Description	SF	FF
1		Bank Reconciliation Report	Facilitate producing bank reconciliation report and its approval process once an account is reconciled against the bank statement on a monthly basis		X
3		Processing Incoming Donations	Automate processing incoming web donations from Stripe and record them in FinancialForce and Salesforce accordingly		X
1		DSA Rate Register	Automate updating monthly DSA rates in FinancialForce		X
2		VAT Refund	Automate the process of claiming VAT refunds for invoices that meet specific criteria		X
1		Funds Accounting	Manage funds across 3 different income streams, unrestricted, temporary and permanently restricted.		X
1		Grants Accounting	The accounting for grants and associated expenditures will be done in FinancialForce and linked to Salesforce • Invoice donors to drawdown funds • Process deposits to appropriate project • Process grant expenditures against the correct project with the correct approval • Process sub-grants against the project • Calculate and process indirect cost to the project		X
1	Human Resources and Contracts	Employee Master Database	Manage employee records from a central location. This module will be related to several modules e.g. payroll, performance management, etc.	X	
1		Payroll	The employee payroll approval workflow (salaries, benefits, deductions, payslips, etc.) that is integrated with FinancialForce with the following functions: • Calculate salaries and deductions • The Crop Trust employees are exempt from income tax, all salaries are net and there isn't be any Tax calculation • Receive payroll submission from HR through Salesforce • Integration with Salesforce for self-service pay slip	X	X

P	Activity Group	Project Activity	Description	SF	FF
			• Facilitate depositing salary directly to employees' bank account by creating a payment file via SEPA • Calculate pension, automate payment (by producing a payment file via SEPA) and produce pension payment csv file to be uploaded in the pension solution website • Calculate salary adjustments based on defined criteria (staff entitlements e.g. pension, home leave, education allowance etc.) • Review and approval process • Posting payrolls to GL and reconcile		
2		Performance Management	Manager- and employee-facing performance agreement and appraisal tools. This includes drafting (by employee), revising (by supervisor and employee) and approving (by supervisor, HR and second-level supervisor) performance agreements and carrying out mid-term and annual performance appraisals based on the performance agreement. Amendments to the mid-term review are expected that should be reflected for the annual review. New workplan will be agreed during the annual performance appraisal.	X	
2		Leave Request	Manage and keep track of different types of leave requests and approvals (vacation, medical, compensatory, maternity, paternity, compassionate, adoption, and special leaves). Also provide an interface to both employees and HR for leave reporting. Leave request modules needs to be integrated to the calendar to record the leave days. Leave balance to be used to calculate paid leave accrual to be posted to the GL at the end of the year.	X	X
2		Job Application Roster	A database of pre-cleared candidates that are being considered for ongoing consultancy assignments	X	
2		Employee Onboarding/Offboarding	Manage and keep track of the employee onboarding process (e.g., creation of a personnel file, request for IT setup, welcome packet, etc.) and support the offboarding process for outgoing staff.	X	

P	Activity Group	Project Activity	Description	SF	FF
2		Consultancy Contracts	• Streamline the processes from Terms of Reference (for service and consultancy agreements) development to agreement execution • Support the management of all information related to consultancy contracts.	X	
3		Application Tracking System for Recruiting	Develop or acquire a third party Application Tracking system with the following capabilities: • Request for recruitment: Allow for a request for recruitment to be initiated by the hiring manager and approved by HR • Advertising: Provide or integrate with a web portal (or Crop Trust corporate website) to advertise the open position once the request for recruitment is approved • Receiving Applications: Provide or integrate with a portal (or Crop Trust corporate website) for receiving candidate applications • Medium Listing and Short Listing: Allow the hiring panel members to facilitate candidates medium-/short-listing process • Job Offers and Contract Execution: Provide a solution to streamline signing of contracts and create job offers and store a copy of the produced job offer and signed contract to the candidate's record	X	
1		Employee and Manager Self-Service	Facilitate access to customized information for employees (e.g., info on learning, leave days, performance management, etc.) as well as for managers (approval screens, etc.).	X	
2	Misc.	Official Documents Register	Maintain and manage the official documents e.g. policies, strategies, instructions, SOPs and business processes with version control which is linked to Box to manage the content.	X	
3		Electronic Signature	• Implement digital signature pad for in-person signing in mobile application using Salesforce1 (e.g. HTML5 Canvas/JS) for defined processes requiring an in-person signature • Explore and implement electronic signature solution for contracts	X	

6 TOPICS IN THE PROJECT PROPOSAL

The following topics must be addressed in the project proposal:

Topic	Question
Timeline Plan	Please provide a project plan/timeline for the project showing key decision and delivery milestones, and expected resources per milestone
Business Analysis & Consultancy	Please explain how you can support, advise and guide the Crop Trust to ensure the organization is successfully running efficient processes
High Level Architecture	Please define your proposed High Level Architecture, including any integration.
	Please describe your approach to ensure minimum customization efforts are undertaken to deliver the project
Project Management/Methodology	Please detail the project management methodology you intend to use. Include the roles and expectation you require to be fulfilled by the Crop Trust
References, Success Stories	Please describe at least two projects you have completed, that were in terms of requirements similar to ours.
Proposed Project team	Please detail the required number and level of resources for operationalizing the implementation
Change Management	Please describe your change management processes, from both a technical perspective
Data Management and Migration	Please detail your process regarding data migration and ongoing management, i.e. tools used, transformation process, migration strategy, expectations
	Please outline the tasks that the Crop Trust will be expected to undertake
Development and Delivery	Please describe your development/release methodology and the best practices that you follow
	Please detail your approach to testing, include expected resources and tools
Post-Support	Please detail your post go live support process
Transfer & Building Knowledge	Please detail the process you follow to transfer and share knowledge to the Crop Trust Admins, and the time involved.
	Detail your process for ensuring the Crop Trust is setup for successfully working with the new systems long-term.
	Explain your process for providing End User training and elaborate your training approach
Scope	Please detail areas that, in your experience, are out of scope of such a project

Topic	Question
Risk Management	Please list any risks that you have identified, or any typical risks that should be highlighted in an implementation of this type
	Please detail how you tackle the risks in areas defined in the project scope, that you don't have experience with
Partnership	If applicable, please elaborate your strategy to partner with another vendor to successfully deliver this project
3rd Party Apps	In the event that a requirement has to be implemented or provided by a 3rd party app, please identify your criteria for selecting such app
	Please list pros and cons of the recommended 3rd party in comparison with implementation from the ground or other similar 3rd party apps where applicable