Request For Proposals:
Corporate Performance Management (CPM) system

1. What we are seeking

The CGIAR System Organization, commissioned by the One CGIAR Executive Management Team, is seeking to appoint a Vendor for the supply and implementation of a Corporate Performance Management system

Procurement consultancy firm Procura Consulting are supporting the procurement of this tool.

2. Context

CGIAR is a not-for-profit global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 13 CGIAR Centers and Alliances in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector. These 13 Centers and Alliances have more than 10,000 staff based in over 50 countries.

In 2020, CGIAR embarked on an ambitious reform: One CGIAR. One CGIAR is a dynamic reformulation of CGIAR's partnerships, knowledge, assets, and global presence, aiming for greater integration in the face of the interdependent challenges facing today's world. It comprises (i) a sharper mission statement and impact focus to 2030, aligned with the Sustainable Development Goals; (ii) unified governance under a 'One CGIAR Common Board'; (iii) institutional integration, including more aligned management under an empowered Executive Management Team, common policies and services, and a unified country presence; (iv) a new research modality; as well as (v) more, and pooled, funding.

The Corporate Performance Management system will be used to consolidate the One CGIAR 2022 transitional budget and further budget planning activities in One CGIAR.The key stakeholders for this project include the cross-center Task Teams from Finance and IT. We have aligned all stakeholders in preparation for implementation.

The key objectives for the first 12 months of this project are the following:
- The translation of the budget information from different entities into one consolidated budget as One CGIAR.
- The ability to retrieve and use data from different systems.
- The development of budget reports and dashboards to monitor the 2022 budget.
- The budget performance measurement along 2022

3.   Instructions for using Curtis Fitch eSourcing Portal

- When populating your submission make sure you press "save" on the bottom bar before leaving the page or submitting the response. Any unsaved changes will be lost when you leave the page.
- When you press submit, please scroll to the bottom of the page and press "Yes" in the Confirm Submit box. You will receive an email to confirm that your response has been submitted.
- If you miss any of the mandatory questions you will receive an email saying, "Your responses for this event have been saved but could not be submitted because you did not complete all mandatory items".
- If you close the portal you can use the original email link to get back in and complete your proposal at any time before the deadline.

4.   Schedules and dates

The following schedule includes critical milestones and their associated completion dates, which are primarily provided for planning purposes. The CGIAR may modify the project timeline at its discretion.

Indicative Timelines:

- 21 June 2021   Issue RFP
- 25 June 2021   End of inquiry period for RFP clarification (the bidder)
- 29 June 2021   Response for inquiries shared and FAQs published on CGIAR website
- 02 July 2021   Deadline for submission of proposals
- 09 July 2021   Selected service providers invited for presentations*
- 19 July 2021   Service provider selected and informed by CGIAR System Organization
- 23 July 2021   Agreement with service provider signed
- 26 July 2021   Services starting date

*If your proposal scores highly we will invite you to a final proposal phase to discuss the details of your submission and demo your system in an online meeting. This is planned for the week commencing 12th of July 2021.

5.   Information Shared

Below is all of the information that should be considered before completing the "required response" section.

- [CGIAR Agreement for Services](#)

6.   Required Response

The following section includes business requirements for the System, Implementation Process and Commercial Agreement. The supplier will be asked to answer a series of questions related to these requirements. It is important to note that:

- Requirements that include the word "must" have been deemed essential needs for CGIAR.
- Requirements that include the word "should" have been deemed as desirable but not essential for CGIAR.

6.1 System Requirements

Some functionality is required immediately whereas some functionality will only be deployed after the initial 12 months of the contract. The latter requirements are included in section 6.1.2

6.1.1 Immediate System Functionality Requirements:

General Requirements

Requirement	Description	Need/ Want/ Question	Answer Options
Multi-language	The system should support multiple languages in addition to English	Want	Yes/No
Multi-currency	The system should have the ability to manage multiple currencies and allow currency conversions	Want	Yes/No
Multi-Entity	The system must have the ability to manage multiple legal entities and office locations	Need	Yes/No
Audit trail	The system must include an audit trail on changes as configuration and transactional data	Need	Yes/No
Maintenance	The system should be flexible and easy to maintain by financial users around master data, reporting & dashboards. For example, the system administrator should be able to add users without the help of IT and financial users should be able to import and analyse data and produce reports themselves	Want	Yes/No
Business Process flow	The system must have the possibility to create business process flows to bring this facility to the user when executing different activities. The process flow will guide the user through a logical flowchart of various tasks, allow data submission and approvals by roles and profiles.	Need	Yes/No

Business Process flow	The system must allow the monitoring of each process to follow the process execution and ensure budget deadlines are achieved.	Need	Yes/No
Business Process flow	The system must allow an automatic reminder of deadlines.	Need	Yes/No
Data integration	Import: The system must support integration import of data from multiple data sources such as Unit 4 ERP, SAP, Microsoft Dynamics and Oracle	Need	Yes/No
Data integration	Import: The System must be able to link directly into ERP systems and monitor the budget on a daily basis. This functionality should be operational from 1st January 2022 so the 2022 budget can be monitored.	Need	Yes/No
Data integration	Export: The system must support data transfer export to multiple applications and systems such as Power BI and Tableau	Need	Yes/No
Sizing and Performance	The system must be scalable to be able to process increasing volumes of data without losing performance	Need	Yes/No
Interface GUI and WEB	The system should include a graphical user interface usable from any compatible web browser with advanced graphic features (based on HTML5) – Excel based web reporting features	Need	Yes/No
User Experience	The tool must be intuitive and easy to use for all types of users. Please provide screenshots that demonstrate some of the key features and how this support the user experience	Question	Open text with file upload

Data Model and dimensions:

Requirement	Description	Need/ Want/ Question	Answer Options
Multi-dimensional model	The system must allow multi-dimensional analysis to be carried out and the possibility to navigate through hierarchies.	Need	Yes/No
Data Sets	The system must have the ability to hold multiple sets with different levels of granularity, dimensions, and member combinations to support strategy, tactical plans, budgets, forecasts, and management reports.	Need	Yes/No
Unstructured Data	The system should have the ability to attach unstructured data such as comments, notes, documents, and responsibilities with any data item.	Want	Yes/No
Drill Down / Drill Through	The system must have the possibility to get more granular information about a dimension (hierarchical relationship) as drill down. The system should also have the possibility to explore elements at a lower level of detail when clicking onto it.	Need	Yes/No
Data Transfer	The system must allow transferring data from one model to another.	Need	Yes/No

Planning Capabilities

Requirement	Description	Need/ Want/ Question	Answer Options
Budget Process Management	The system must provide the functionalities of a budget system from the individual planning execution until the consolidation as One CGIAR. The system must allow the financial budget monitoring with actual data.	Need	Yes/No
Carry Forward	The system must have the ability to manage funds that are carried from one year to the next.	Need	Yes/No
Budget Versions	The system must allow users to create multiple budget versions and create a new version from another.	Need	Yes/No
Top down or bottom up	The system must allow the creation of plans (Strategic, budget, forecast) and let CGIAR define its own drivers.	Need	Yes/No
Allocation engine	The system must be flexible and easy to configure allocations across multiple levels and to allocate direct or indirect costs through drivers. Those allocations could change and evolve with minor needs for customisation.	Need	Yes/No

Data Integration

Requirement	Description	Need/ Want/ Question	Answer Options
ETL (Extract, Transform, Load)	The system must have an open architecture and its own ETL to be able to extract, transform and load data from rational database connections, files, ODATA services and via REST APIs.	Need	Yes/No
File integration	The system must have the ability to frequently upload or produce files under different formats such as Excel, CSV, XML etc.	Need	Yes/No

Reporting and Monitoring

Requirement	Description	Need/ Want/ Question	Answer Options
Pre-defined templates	The system must provide some standard reports to help the user when designing reports or dashboards.	Need	Yes/No
Connection with Excel	The system must integrate with Microsoft Office and Excel as a minimum. Data should be centralised to the database and update the reports with real-time data.	Need	Yes/No
Collaboration and the single source of truth	The system must allow users to work on the same reports, budget versions and collaborate with comments.	Need	Yes/No

Advanced Analytics

Requirement	Description	Need/ Want/ Question	Answer Options
Granular data on operational data/finance	The system must have the possibility to store large volumes of data to ensure the best "what-if" simulations with predictive analytics or AI.	Need	Yes/No

Technical Requirements

Requirement	Description	Need/ Want/ Question	Answer Options
Cloud-based system	The application must be provided as a cloud SaaS solution that is accessible from anywhere, at any time from any web enabled device.	Need	Yes/No
Number of environments	There must be a minimum of 2 environments for development (initial testing) and production.	Need	Yes/No
Infrastructure and Security Updates	The provider must regularly update infrastructure and security	Need	Yes/No
Data Limits	Please specify any limits in the volume or type of data that can be processed (Software Provider).	Question	Open text
System Updates	Please describe the process that is in place to manage changes to the SaaS?	Question	Open text
Availability and Durability	Please provide the SLA that is in place for the availability of the system and durability of the data for both the production and development environments (Software provider)?	Question	Open text with file upload
Support SLA	Please provide the SLA for the Global 24/7 support that is provided for the system.	Question	Open text with file upload
Disaster Recovery and Business Continuity	Please describe the precautions that are taken to mitigate disaster situations and to ensure business continuity ?	Question	Open text
Backup	The system must have a backup solution that can restore a snapshot to a previous point of time onto the same or different environment, either for disaster recovery, issue resolution or testing further improvements to the system.	Need	Yes/No
Data Protection	Please provide your data privacy policy and describe actions that are taken to ensure data protection to the level of the European GDPR regulations as pertaining to a data processor.	Question	Open text with file upload
Data Encryption	Please describe the level of data encryption enforced on data within the System and when being transferred into or out of the system.	Question	Open text

Security Requirements

Requirement	Description	Need/ Want/ Question	Answer Options
Data segregation	Describe how the segregation of different customers data is implemented to ensure confidentiality and integrity.	Question	Open text
Transactional data tracking	The system must track the transactional data as: updates, changes, and deletions in a log. It should be possible to view previous values with date, time and name of the person who made the change.	Need	Yes/No
Configuration change tracking	The system must track the configuration as: updates, changes, and modifications in a log. It should be possible to view previous values with date, time and name of the person who made the change.	Need	Yes/No
Hierarchy security	The system must allow CGIAR to customise hierarchies and roles to control who can see what and who can approve or modify the data, to ensure adequate segregation of duties. This should be possible at a data element dimension level.	Need	Yes/No
Authentication and SSO	The system must support modern authentication preferably using Azure Active Directory (AAD) single sign-on to authenticate user access. Users should be able to access the system from any location, from any device, at any time.	Need	Yes/No
Web access	Access to the web interface must be limited to the https protocol supported by a security certificate (certificate – token)	Need	Yes/No
Hacking Protection	Describe how the system can be protected from potential hackers, bad bots, and other threats. For example, can user access to the system be limited by source IP address and is the system protected by a web application firewall.	Question	Open text

6.1.2 System functionality required after first 12 months:

Section	Requirement	Description	Need/ Want/ Question	Answer Options
General	Data integration	Import: Please explain what other systems your tool can integrate with for data import	Question	Open text with file upload
Data Model & Dimensions	Modelling and What-If analysis	The system must allow scenario simulations to see the impact on the P&L.	Need	Yes/No
Planning Capabilities	Project Budgets	The system should allow project budgets to be entered based on the	Want	Yes/No

Requirement		Description	Need/ Want/ Question	Answer Options
		project year which may be different to CGIAR's budgeting year (Jan-Dec)		
Planning Capabilities	Strategic Planning	The system must allow the creation of top-down strategies around investment plans and pooled funding projection to set targets that drive short term, bottom-up tactical budgets.	Need	Yes/No
Planning Capabilities	Additional Financial Applications	The system should be scalable and allow CGIAR to continue growing and add other applications like activity based costing or profitability analysis that will help improve performance and efficiency	Want	Yes/No
Planning Capabilities	Budget Balancing	The System should assist in creating a balanced budget by highlighting issues in the system related to overhead and other cost recoveries	Want	Yes/No
Data Integration	Integration with Business Intelligence (BI) Tools	The system must have the possibility to connect directly to a BI tool.	Need	Yes/No
Advanced Analytics	Predictive Analytics	The system should possess advanced analysis or predictive capabilities such as Smart Insight to enable accurate answers and rapid decision making. Dynamic ad hoc reporting and on-the-fly analysis must be accessible.	Want	Yes/No

6.2 Implementation Requirements:

Requirement	Description	Need/ Want/ Question	Answer Options
Implementation Timescales	The system must be fully operational with all users trained and testing completed by 1st of October 2021	Need	Yes/No
Training	Training must be provided for system administrators and system developers, functional users, and Budget Managers. Training should be online and in the English language.	Need	Yes/No
ERP System Integration	The system must integrate into existing ERP's for the monitoring of the 2022 budget. To do this the system must be integrated with existing ERP's before the 1st of January 2022	Need	Yes/No
ERP System Integration	Please explain how you will integrate the CPM System into the existing ERP's	Question	Open Text with file upload

Implementation Plan	Please share an implementation plan with your methodology, timescales and how you will report progress and risks throughout process	Question	Open Text
Implementation Team	Please provide profiles of the team involved with implementation. This should include their experience in implementing the system within an organisation like CGIAR	Question	Open Text with file upload
3rd Party Implementation Partner	Are you intending to use a 3rd party organisation to support any stage of the implementation process?	Question	Yes/No
Customer Case Studies	Please provide case studies of customers who have used your system after a successful implementation. Please give examples of customers similar to CGIAR based on our requirements.	Question	Open Text with file upload

9. 6.3 Commercial Requirements

Requirement	Description	Need/ Want	Answer Options
CPM System Provider - Declaration	Neither my organisation nor I have been declared ineligible by the World Bank and United Nations or prohibited by Centers of the CGIAR because of disbarment as per the provisions of article 2.4.	Need	Yes/No
CPM System Provider - Declaration	Neither my organisation nor I have been involved in a fraudulent or corrupt practice	Need	Yes/No
CPM System Provider - Declaration	Neither my organisation nor I have engaged in illegal or unethical practice during this procurement	Need	Yes/No
CPM System Provider - Declaration	Neither my organisation nor I am currently engaged as a consultant to CGIAR	Need	Yes/No
3rd Party Implementation Partner - Declaration	*Please only answer the following questions if you intend to use a 3rd party implementation partner* Neither my organisation nor I have been declared ineligible by the World Bank and United Nations or prohibited by Centers of the CGIAR because of disbarment as per the provisions of article 2.4.	Need	Yes/No
3rd Party Implementation Partner - Declaration	Neither my organisation nor I have been involved in a fraudulent or corrupt practice	Need	Yes/No
3rd Party Implementation	Neither my organisation nor I have engaged in illegal or unethical practice during this procurement	Need	Yes/No

Partner - Declaration			
3rd Party Implementation Partner - Declaration	Neither my organisation nor I am currently engaged as a consultant to CGIAR	Need	Yes/No
CGIAR Contract Terms & Conditions	The supplier should accept CGIAR's standard terms and conditions for service contracts CGIAR SO Standard Agreement for Service	Want	Yes/Partially/No
CGIAR Contract Terms & Conditions amendments	If there are any clauses of the CGIAR's standard terms and conditions that the supplier would like to change please state these and the suggested amendments	Question	Open Text
Supplier Contract	Please upload your proposed contract template to this section	Question	Open Text with file upload
Payment Terms	The supplier should offer payment terms of net 30 days from the invoice date. If the supplier cannot meet these payment terms please specify the best terms you can offer CGIAR.	Question	Open Text
Contract Duration	The supplier should commit to meeting the requirements stipulated in this RFP and a contract for 3 years with a 1-year break clause if mutually agreed between the supplier and CGIAR. Please note that the contract can be terminated at any time if the conditions in section 6 of the CGIAR standard terms and conditions are met.	Question	Open Text
Contract Pricing	Prices should be fixed for at least 3 years from the planned award date, 16th July 2021.	Want	Yes/No
Contract Pricing	If prices cannot be fixed for the initial 3-year period please state the mechanism that would be in place to calculate a price change?	Question	Open Text

6.4 Commercial Proposal

Based on the information shared and your responses in the requirements section, please provide;

1. Total cost for implementation in $USD
2. A breakdown of this implementation cost in $USD including any budgetary assumptions made
3. Annual cost for system functionality that is required immediately (section 7.1) in $USD
4. A breakdown of the cost for system functionality that is required immediately in $USD
5. Annual cost for system functionality that is required after the first 12 months (section 7.2) in $USD
6. A breakdown of the cost for system functionality that is required after the first 12 months in $USD

7. Please explain the pricing model that is used for the CPM System and how costs can be managed during the phased rollout of functionality (immediately vs after 12 months) and uptake by users.

7 RFP Declaration

By submitting your response to this RFP are declaring;

I confirm that the responses given in my response to the "CGIAR CPM System RFP" are true to the best of my knowledge. I understand that if we are awarded any contract with CGIAR and subsequently any information is found to be inaccurate or misleading then CGIAR reserve the right to cancel our contract.