REQUEST FOR INFORMATION (RFI)

Title of the RFI:	**Knowledge Management System - Green Climate Fund**
Date of this RFI:	10 July, 2018
Deadline for the Receipt of RFI:	17 September, 2018
RFI Number:	RFI 2018/C/003
Attention to:	Head of Procurement
Email:	procurement@gcfund.org

Background Information

The Green Climate Fund (GCF) was established in 2010 with the purpose of making a significant and ambitious contribution to combatting climate change. GCF is governed and supervised by a Board that is responsible for policy and funding decisions and is supported by a Secretariat that executes the day-to-day operations of the Fund. The GCF Board has held 20 meetings since its first session in August of 2012, and during those meetings, it has considered over 75 funding proposals and over 300 policy documents and taken nearly 400 decisions operationalizing scores of policy frameworks designed to implement the Fund's goals. In addition, the Secretariat has funded hundreds of activities that have supported virtually all of the worlds developing countries.

As GCF has increased its operational scale, the Secretariat's responsibilities and activities have increased both in number and complexity, and over the course of the last two years, the Secretariat has grown from approximately 60 staff members to nearly 200. Knowledge Management (KM) has become increasingly important as GCF grows and generates more information that needs to be captured, abstracted, categorized and channeled to its wide array of key stakeholders. The Secretariat's work has also expanded, it is actively traveling to and working with countries and preparing trip reports with a wealth of country specific knowledge which should be better managed. In addition, the Fund is now entering an implementation phase where there will be an increased need to track progress on and compliance with Fund policies and project and activity milestones and conditions.

Currently, knowledge management practices are fragmented, and a comprehensive, easily accessible KM System[1] (KMS) needs to be designed from scratch. At present, the Fund has several public facing and closed community extranet portals that are utilized by the staff and some relevant communities of stakeholders. Those current efforts and tools are centered around explicit knowledge sharing both within the Secretariat, between the Secretariat and certain stakeholders (e.g. NDAs), and in some cases, across some stakeholder groups. While efforts in this direction will continue to be enhanced, management of tacit knowledge gains more relevance. Therefore, GCF intends to establish a KM System that helps manage both tacit and explicit knowledge internally as well as in relation to external stakeholders. A central KM function will be led by the Fund's Knowledge Manager in collaboration with the relevant Secretariat divisions and key stakeholders of GCF.

---

[1] System in this RFI is used to mean: "A set of elements working together as parts of a mechanism or an interconnecting network; a complex whole".

Beyond the Secretariat itself, the Fund must interact with and provide potentially different levels of essential information to spectrum of stakeholders including the GCF Board, National Designated Authorities (NDA) that serve as a focal point for Fund access, Entities that are Accredited (AE) to implement projects under the Fund, the Parties to the United Nations Framework Convention on Climate Change, and the general public. To successfully serve these stakeholders, the Secretariat is seeking ways to improve the management and delivery of its knowledge base in order to increase the effectiveness and efficiency of the Fund and operate consistent with the goal of transparency, which is one of the founding ethics of the institution.

Designing and implementing a KMS, with the help of a world class knowledge management Firm, that reviews, and where beneficial, fully exploits GCF's existing & evolving exclusively Cloud-based platforms and modular information systems & tools, as well as knowledge generation & storage practices should be developed with a view to ensuring its maintenance and sustainability. Some of the existing business systems covering the programmatic domain are listed below:

- *The Country Portal*:
A web application that displays information about NDAs by the GCF. Each NDA has access to their own information in real time and can get in touch with their respective GCF contact team in a convenient manner.

- *The Entity Portal*:
A web application that displays information about AEs by the GCF, including Direct Access Entities (DAEs). The main objective of this portal is for AEs to access their data in real time and get in touch with their GCF contact team in a convenient manner.

- *The Board Decision Tracker "BDT":*
A brand-new application internally developed that aims to replace, modernize and future-proof the existing solution. This application will function as a one stop shop for all board decisions, as it allows for quick and easy ways to search for specific decisions and related documents.

- *Integrated Portfolio Management System "IPMS":*
A system that automates large part of climate business processes, providing 'a single source of truth' for the entire organization for proposal data and KPI information connected to business processes of pipelines and approved projects.

Apart from these knowledge management tools, the Fund relies mainly on a foundation of Microsoft O365 products for workplace productivity and collaboration and most recent Cloud versions of Simplified Approval Process (SAP) (SuccssFactors, Ariba, Concur) covering core administrative domains. Workflow automation happens in a system-specific manner as well as across the organization.

Description of Requirements

The Green Climate Fund (GCF) is seeking information on how an interested vendor could help the Fund increase its effectiveness and efficiency in operations and enhance knowledge abstraction & sharing to essential groups of stakeholders, through the development and establishment of a Knowledge Management System.

The section below outlines KMS elements that need to be address by the potential Vendors. The purpose of this exercise is to familiarize them with the concept and solicit their feedback.

1. Article 23 (l) of the [Governing Instrument](#) calls on the Secretariat to *establish and run effective knowledge management practices.* The Secretariat intends to build on its historic knowledge management efforts by developing and implementing a comprehensive Knowledge Management System. This effort should be designed to ensure that institutional learning is captured and made easily accessible to both internal and external stakeholders and in a manner that increases the effectiveness and efficiency of the Fund's operations.

2. An integral component of the KMS will be a KM Strategy that will delineate the measures to be implemented to effectively capture, harmonize and disseminate the GCF's current practices and rich but fragmented knowledge. It will be designed with a view toward benefiting the Secretariat, the Board, NDAs, and AEs, consultants and other GCF stakeholders. Among others, a key focus will include identifying and distilling lessons learned with a view to promoting and mainstreaming of best practices, while looking for ways to enhance institutional KM practices.

3. Efforts will be made to develop products and use information solutions that will be easily accessible to a broad group of stakeholders. Where necessary, the training of staff and relevant stakeholders in knowledge management practices, including utilization of related ICT tools and technical systems, will be provided to enable full and effective KM System implementation. It is desirable to benefit to the maximum degree possible from preexisting and progressing information handling solutions and their underlying technical foundations. However, the assignment shall also ask for a review of the efficacy of current system components and guidance for improving, complementing and/or expanding the scope of current digitization in a way to enable and strongly support the envisaged future KM System objectives.

4. The KMS will integrate key components of the evolving framework for the Communities of Practice (CoP) being developed by the GCF to enhance the accessibility of global knowledge on key climate issues. Knowledge base enhancement and management will be among the underpinning principles for shaping and implementing its overall architecture.

5. Another KM priority is an update, transition and full operationalization of the [Direct Climate Action Platform](#) (DCAP) which is currently being designed to become a Knowledge Hub and provide a host of opportunities for individuals and organizations to collaborate, exchange knowledge and build the capacity of the climate stakeholders in developing countries. There are two main functions to the platform: providing volunteering and consulting opportunities and providing a knowledge base for relevant stakeholders. GCF intends to use its leverage as the world's largest climate fund to promote the platform as a mechanism for knowledge sharing among external climate actors.

6. The KM System for GCF should be an overarching architecture that will provide vision, guidance and tools to enable the GCF and its stakeholder community have ready and easy access to key information. While, they made expand based on the future work carried out in this direction, four major **categories** of an envisioned comprehensive KMS can be described as:

(a) Climate project lifecycle, with the focus on, inter alia:
   o Distilling lessons learned and facilitating best practice mainstreaming across NDAs, AEs, Readiness Delivery partners, etc.
   o Facilitating knowledge sharing between parties involved in the planning and execution of GCF funded activities and projects
(b) Engagement with external stakeholders, with the focus on, inter alia:
   o Creating and communicating knowledge products presenting GCF's achievements as well as promoting the institution at large
   o Providing external stakeholders with opportunities for capacity building and development
(c) Internal processes, policies, guidelines and documents, with the focus on, inter alia:
   o Creating a collaborative organizational culture that promotes teamwork and knowledge sharing with a view to enhancing effectiveness and efficiency and enabling the Secretariat to better address the needs of its stakeholders
   o Capturing and transforming tacit into explicit knowledge in the form or guidelines, best practice, etc.
   o Utilizing technology for data and information management
(d) Board related matters, with the focus on, inter alia:
   o Knowledge gathering and utilization to ease and enhance the quality of the materials prepared for the Board
   o Easy access and utilization of the knowledge generated from the Board meetings in Secretariat's daily work

A combination of documents and actions listed below make up the key **components** of a KMS. This list is non-exhaustive and may be expended or amended further:

- Needs and gaps assessment and analysis for internal and external stakeholders
- GCF's KM Vision and Roadmap
- KM Strategy, covering tacit and explicit knowledge internally and in relation to external stakeholders
- Action plan for three years, delineating clear responsibilities, required resources, and timeline
- Operations portal for a full lifecycle management of the projects
- Enhanced support mechanisms for the Board operations and Board–Secretariat engagement
- Training modules and trainings for internal and external knowledge workers and other relevant professionals
- Recommendations for creating a collaborative organizational culture that promotes teamwork and knowledge sharing
- Introduction of incentives mechanism for staff such as "Knowledge Citizen" awards and other HR pertaining provisions
- Knowledge Café –learning opportunities and spatial considerations
- Integrating KM into the work of Communities of Practice as well as distilling and managing knowledge from their work
- Engagement and communications plans with external stakeholders
- Knowledge products
- DCAP enhancement

- ICT Systems and Portals – tools to enable and manage knowledge and processes for each of these components

7. The development and implementation of the KMS is envisaged in three **phases**. Activities under each phase are indicative and non-exhaustive.

Phase I - Develop requirements for the System
   o Stakeholder mapping, evaluation of the knowledge assets and needs of the Secretariat and its key stakeholders
   o Development of a strategy, vision, roadmap and an action plan for the KMS
   o Revision and assessment of the existing and evolving information handling solutions, tools and platforms and making recommendations on their upscaling, complementation, how to align them with the overall KMS and what are the new systems we need potentially to add
   o Development of an incentives and awards mechanism, training package for relevant groups
   o Development of other plans and guidelines for the KMS elements described above
   o Development of KMS options and associated budgets for the GCF to choose from.

Phase II - Implement the system/strategy
   o Development and initial implementation of a KMS, encompassing, simple access modalities and tools for facilitating knowledge transfer and increasing efficiency of the operations
   o Development of guidelines and exemplar knowledge products and training tools to enable broad access to critical GCF related knowledge

Phase III - Roll out
   o Staff training and promote utilization of the tools
   o Follow up on the plans and their implementation
   o Update the plans and tools as the need may be
   o Stakeholder engagement plan follow up

Vendor Response Form

The Vendor Response Form must be submitted to the Green Climate Fund Procurement Department via procurement@gcfund.org *no later than* **September 17, 2018.**

Submission Date:	
To:	Head of Procurement
Email:	procurement@gcfund.org
From:	(Name of the company)
RFI Number:	RFI 2018/C/003
Subject:	Knowledge Management System - Green Climate Fund

Company Information	
Legal Company Name:	
Company Contact Person:	
Address:	
Telephone Number:	
Email Address:	
Company Website:	

Response

Questions pertaining to the Qualifications of your company:

- Please list a few projects you have developed and implemented in the area of the Knowledge Management System. Please include, dates, project, client's name and links.
- Please briefly describe a relevant project you have implemented in the area of **Knowledge Management Strategy and Systems development and/ or implementation**.
- Please describe the most relevant **ICT Systems development and /or implementation** projects you have implemented in the area of Knowledge Management.

Questions pertaining to KMS components:

Questions in this section correspond to the numbers under the **Description of Requirements**.

1. **The value of an overarching architecture:**
   (a) What will be the value added to the climate finance community through your proposed KM system?
   (b) Based on the information provided in this RFI and the scope of work envisaged to set up a comprehensive knowledge management function, do you consider this as a KM System, KM Framework, or Strategy development and implementation?

2. **KM Strategy:** An integral component of the KMS will be a KM Strategy that will delineate the measures to be implemented to effectively capture, harmonize and disseminate the GCF's practices and rich but fragmented knowledge.

(a) What approach would you take to develop a strategy managing both tacit and explicit knowledge, generated and consumed internally and externally?

(b) What's your view on identifying and distilling lessons learned with a view to promoting the mainstreaming of best practices?

(c) How would you balance the preceding provision with the institutional KM practices in one strategy?

3. **Technology**:

(a) We consider it being desirable to benefit at best from preexisting and progressing information handling solutions and their underlying technical foundations. However, the assignment shall also provide guidance for complementing and expanding the scope of current digitization in a way to enable and strongly support the envisaged future KM System objectives. Do you see such an approach as advisable, also when reading elsewhere in this document about the specific nature of preexisting systems and underlying technology?

(b) If you have experience in developing an overall comprehensive knowledge handling system that as to technological aspects makes intelligent uses of a certain set of pregiven Cloud-based COTS and bespoke systems and services, what would you advise to consider at the design stage?

4. **Communities of Practice:** Through CoPs GCF wishes to enhance the accessibility of global knowledge on key climate issues.

(a) What would be your recommendation on structuring their work in a way that is most integrated into the organization-wide KM function?

(b) What type of enabling information handling solutions/tools might be needed to facilitate their work?

(c) How should the CoP knowledge management tools interact with DCAP?

5. **DCAP:** A platform for Direct Access Entities and Nationally Designated Authorities is a separate project of GCF.

(a) How would you improve the Platform to become more relevant and increase the engagement of the stakeholders?

(b) How should this activity be better linked to the rest of GCF KM activities and become a Knowledge Hub for NDAs, DAEs, and other stakeholders?

6. **The scope of KMS:** Elements of a comprehensive KMS are provided in the respective section above.

(a) What would you change about the four categories and why?

(b) How would you group the listed components, what would you add or remove and why?

7. **Phases of development and implementation of KMS:**

(a) What are the strengths and weaknesses of the three phased approach?

(b) Would you add, merge or remove any of these phases?

(c) What would be an optimal duration of each phase and what time gaps should there be between each?

(d) Describe pros and cons for issuing three phases of the system development under one procurement in a single or three bidding lots. Are you more likely to bid if it is a bundled procurement?

(e) Would you be willing to offer a discount if you were hired for all three phases?

Generic Questions:
- What human resources will be needed for each phase of the work?
- What challenges and limitations do you foresee during each phase?
- Will you be willing to receive clarification inquiries from the GCF, if needed?

Next Steps

THIS IS A REQUEST FOR INFORMATION (RFI) ONLY. This RFI is issued solely for information and planning purposes and it does not constitute a Request for Proposal (RFP) or a promise to issue an RFP in the future. This request for information does not commit the GCF to contract for any supply or service whatsoever. Not responding to this RFI does not preclude participation in any future RFP, if any is issued. All submissions become GCF property and will not be returned.

GCF representatives may choose to consult with the Vendors. Such discussions would only be intended to get further clarification on the submissions.

Emails for clarification will be accepted by the 4th of September 2018. Responses to all the questions will be circulated among the parties who will have made inquiries by the deadline.

Please note that the costs of submitting the information and of any related actions to the RFI shall be borne by the Proposer.