



Date: 22/02/2019
Reference: RFP 2019/S/004

Request for Proposals (RFP 2019/S/004)

for Green Climate Fund's Knowledge Management System (KMS)

1. Background

- 1.1 The Green Climate Fund (“GCF”, “Fund”) was established with the purpose of making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. In the context of sustainable development, the Fund will promote a paradigm shift towards low-emission and climate-resilient development pathways by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change. The Fund’s headquarters are located in Songdo, Incheon City, Republic of Korea.
- 1.2 The GCF was designated as an operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change (“UNFCCC”). It is governed and supervised by a Board that has responsibility for funding decisions pursuant to the Governing Instrument for the GCF. It is supported by an independent Secretariat, accountable to the Board, having management capabilities to execute day-to-day operations of the GCF, providing administrative, legal and financial expertise.

2. Invitation

- 2.1 Through this request for proposals (“RFP”), the GCF is seeking to contract a qualified, reputable and experienced Firm for provision of services for Green Climate Fund’s Knowledge Management System (KMS). The terms of reference included in Annex 1 provides the details of the assignment and expected deliverables.
- 2.2 Sealed Proposals must be submitted to the Secretariat no later than **25 March 2019 at 17:00 hrs Korean Standard Time.**

The RFP includes the following annexes:

Annex 1	Terms of Reference
Annex 2	Requirement for Firm’s Proposals
Annex 3	Evaluation Criteria
Annex 4	Company Profile Form
Annex 5	Acknowledgement Letter
Annex 6	Timeline
Annex 7	GCF Model Contract and General Terms and Conditions

- 2.3 The terms set forth in this RFP, including all the annexes listed above, will form part of any contract, should the Secretariat accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications agreed to by the Secretariat in the context of any negotiations entered into it.



- 2.4 The GCF may, at its discretion, cancel the requirement in part or in whole. It also reserves the right to accept or reject any proposal and to annul the selection process and reject all proposals at any time prior to selection, without thereby incurring any liability to proposers/firms.
- 2.5 Proposers may withdraw the proposal after submission provided that written notice of withdrawal is received by the GCF prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposals. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 2.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, the GCF may solicit the proposer's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 2.7 Effective with the release of this solicitation, all communications must be directed only to Procurement Specialist by email at procurement@gcfund.org. Proposers must not communicate with any other personnel of the GCF regarding this RFP.
- 2.8 This RFP is issued under the GCF Administrative Guidelines on Procurement ¹. Information regarding the guidelines can be found at http://www.greenclimate.fund/documents/20182/574763/GCF_policy_-_Administrative_Guidelines_on_Procurement.pdf/b767d68e-f8b7-46d1-a18c-b6541f3dc010

3. Request for Clarification of RFP Documents

- 3.1 A prospective proposer requiring any clarification of the solicitation documents may notify the GCF in writing at the GCF mailing or to the email address procurement@gcfund.org by the specified date and time mentioned in Annex 6. The GCF will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published on Annex 6. Written copies of the GCF response (including an explanation of the query but without identifying the source of inquiry) will be posted on the GCF website. They will also be sent to all prospective proposers that have received the solicitation documents.

4. Amendments to RFP Documents

- 4.1 At any time prior to the deadline for submission of proposals, the GCF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proposer, modify the RFP documents by amendment. The amendments will be posted on the GCF website.
- 4.2 In order to allow prospective proposers reasonable time in which to take the amendment into account in preparing their proposals, the GCF may, at its sole discretion, extend the deadline for the submission of proposal.

5. Language of Proposals

- 5.1 The proposals prepared by the proposer and all correspondence and documents relating to the proposal exchanged by the proposer and the GCF, shall be written in English. Supporting documents and printed literature furnished by the proposer may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall be the responsibility of the proposer.

6. Submission of Proposals

¹ Annex II "Corporate Procurement Guidelines on the Use of Consultants"



6.1. Format and form of submission of bids: Bidders are requested to send a Bid preferably² through the GCF Supplier portal at <https://gcf.supplier.ariba.com> (a supplier manual can be found on the GCF website <https://www.greenclimate.fund/who-we-are/procurement> as an attachment under this RFP) **or** via email to procurement@gcfund.org.

i) Submission through the Supplier Portal (SAP Ariba)

1. Open <https://gcf.supplier.ariba.com/>
2. Click Register Now
3. Fill in Company Information, Fill in User account information and details under 'Tell us more about your business'
4. Check 'I have read and agree to the Terms of Use and 'I have read and agree to the SAP Ariba Privacy Statement' then click 'Register'
5. Check your email and click the activation link.
6. Fill in additional information required, click Save and Close.
7. Your company information will be submitted to GCF and will be reviewed and approved. Once you register, please send an email to procurement@gcfund.org with the RFP number and title as the email reference and confirm that you are interested in submitting a bid. You will then be invited to participate in the RFP. You will receive the RFP event notification email from the Green Climate Fund with a link to access the RFP. This link can be used only once. If you require to access the portal after you have activated the link, you can log in on <https://gcf.supplier.ariba.com> with your user name and password.
8. Review Prerequisites and Click 'I accept the terms of this agreement'
9. Open the Technical Section of the RFP section and download the RFP document and technical proposal submission forms
10. Open the Financial Section of the RFP and download the financial bid submission forms
11. When ready to submit your bid, upload the technical bid under the TECHNICAL section and the financial bid under the FINANCIAL section. Please do not enter or upload any financial information under the TECHNICAL section.
12. Click 'Submit Entire Response' to submit bid.

(For detailed instructions on how to access and submit a bid, see the supplier manual)

ii) Submission via email

Two separate files (technical and financial bids) should be attached to the email as below.

The Technical file should be named as follows:

RFP 2019/S/004 – TECHNICAL PROPOSAL - (name of proposer)

The financial file should be named as follows:

RFP 2019/S/004 – FINANCIAL PROPOSAL - (name of proposer).

The subject line of the email should be as follows:

RFP/2019/S/004 – Green Climate Fund's Knowledge Management System (KMS) (name of proposer).

The Financial Proposal MUST be password protected. The authorized procurement officer will contact the bidders that pass the qualifying technical score for the password to open the Financial Proposal. Financial Proposals that are submitted without password protection shall be rejected for non-compliance.

² Suppliers shall note that GCF will be phasing out e-mail submission in the near future, therefore suppliers are encouraged to register and submit their Bid/Proposal through the GCF Supplier portal (SAP Ariba)



7. Late proposals

7.1 Any proposals received by the GCF after the deadline for submission of proposals prescribed in Annex 6 of this document may be rejected.

8. Opening of Technical Proposals

8.1 Technical Proposals will be opened on the date indicated in Annex 6. The purpose of this public opening is to record the names of proposers having submitted proposals by the due date and time. Only technical proposals will be opened at the public opening. The financial proposals will not be opened. Proposers submitting proposals are welcome to send one (1) representative, with proper authorization from their company, to observe the opening and recording of proposals received.

9. Opening of Financial Proposals

9.1 GCF shall notify in writing those Proposers that have achieved the minimum qualifying technical score and inform them of the date and time for the opening of the Financial Proposals.

10. Corrupt, Fraudulent, Coercive, Collusive and other Prohibited Practices.

10.1 The GCF requires that all GCF staff, proposers/bidders, suppliers, service providers and any other person or entity involved in GCF-related activities observe the highest standard of ethics during the procurement and execution of all contracts. The GCF may reject any proposal put forward by proposers, or where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, coercive, collusive or other prohibited practices.

11. Conflict of Interest

11.1 In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest (CoI) involved in rendering Services for the GCF, and (ii) set out their policy on dealing with conflicts of interest should these arise. **It is to be noted that Accredited Entities(AEs) will not be considered eligible for this RFP.** Proposers who are related to any AEs or have been involved with any GCF work before are required to list all such cases in the Company Profile Form (Annex 4) so that GCF may consider whether any actual or potential CoI exists or appear to exist. GCF reserves the right to determine whether there is actual or potential CoI, in its sole discretion.

12. Confidentiality

12.1 Information relating to the evaluation of proposals and recommendations concerning selection of Firms will not be disclosed to Firms that submitted proposals.



Annex 1 Terms of Reference

Terms of Reference Green Climate Fund's Knowledge Management System (KMS)

1. Background to the Assignment

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 the [Secretariat](#) that executes the day-to-day operations of the Fund. The [GCF Board](#) has held 21 meetings since its establishment in 2012, and during those meetings, it has approved [93 funding proposals](#) and over [300 policy documents](#). The GCF has taken nearly 400 decisions operationalizing scores of policy frameworks designed to implement the Fund's goals. In addition, the Secretariat has funded hundreds of [Readiness and Preparatory Support activities](#) that have assisted virtually all the world's developing countries. As GCF has increased its operational scale, the Secretariat's responsibilities and activities have increased in number and complexity, and over the course of the last two years, the Secretariat has grown from approximately 60 staff members to nearly 220.

The GCF's [Governing Instrument](#) (GI) (Article 23, 1) calls on the Secretariat to establish and run effective Knowledge Management (KM) practices. KM has become increasingly important as GCF grows and generates more information that needs to be captured, abstracted, categorized and channelled to its wide array of key stakeholders. The Secretariat's various active engagements with countries and accredited entities produce a wealth of country, project and climate knowledge which should be better managed in terms of capture, storage, and dissemination and usage. In addition, the Fund is now entering an implementation phase where there will be an increased need to track progress on the Fund's projects and readiness activities, understand results and share lessons learned.

Currently, KM practices at GCF are fragmented, and awareness of concepts and understanding about KM has not been fully developed nor embedded into daily operations. Consistency and mainstreaming of these practices are not observed, even in those few cases where KM practices occur. However, gaps are evident in tacit knowledge capture, storage, conversion into explicit knowledge, and scaling up of the use of best practices; these gaps prevalent in all aspects of the Fund's operations, including in the production of explicit knowledge. The design and implementation of a comprehensive and easily accessible **Knowledge Management System (KMS)** at GCF seeks to further assess and address these current challenges. In this context, "Knowledge Management" refers to the people-driven practices, processes, and technology used to (i) identify, capture, manage, share, and (ii) abstract, (co-)generate, convert, innovate and disseminate knowledge, which can be tacit or explicit, generated and consumed internally as well as externally.

Topics that the Knowledge Management System (KMS) Consultant ("**The Consultant**") shall analyse include, and are not limited to, the Fund's thought leadership position in the climate finance landscape, and areas where the Fund's operations can be made more effective, efficient and sustainable. Some examples of gaps include:

- Better serve the countries and other stakeholder;
- Enhanced knowledge base for the Board;
- Defining GCF's role as a Thought Leader in the climate finance architecture;



- Action plan for GCF to become a knowledge hub;
- Enhanced partnerships on knowledge generation;
- Strengthening core business operations;
- Determining taxonomy, storage and search parameters;
- Advancing an effective incentives mechanism for knowledge creation for internal and external use;
- Identifying knowledge champions throughout GCF;
- Learning and knowledge sharing;
- Onboarding and succession planning and execution;
- Specifying Administrative Instructions, guideline development, and enforcement;
- Enhancing ICT tools development and utilization;
- Better managing missions, meetings, and report protocols;

While the above non-exhaustive list represents gaps in knowledge sharing, a number of emerging opportunities in this direction should also be highlighted. In an organization of the size of GCF, collaboration takes place both formally and informally and colleagues are not resistant to knowledge sharing when approached. The Senior Management Team (SMT) meets daily, while senior managers convene weekly meetings to discuss ongoing and planned activities of the Fund. SMT also holds internal decision-making authority on actions that may have a significant impact on the organization's operations. Emerging operating silos within GCF yet remain to be addressed in a substantive manner. These issues and opportunities need to be further studied and analysed to design effective solutions.

While the Consultant will be responsible for: (a) assessing the knowledge gaps and practices at the Fund, and in the climate finance landscape, towards designing the KMS, and (b) designing the KMS architecture for the GCF, in accordance with activities and deliverables provided in Section 3; the GCF Secretariat will be responsible for implementing the Knowledge Management System (KMS), following the guidance and support provided by the Consultant.

2. Objectives and Priorities of the KMS

In order to fulfil this required objective by the GCF Governing Instrument *to establish and run effective knowledge management practices* – and at the same time assert GCF's leading role in the global climate finance landscape, enhance the effectiveness, efficiency and sustainability of the Fund's operations, and support the growth of a more team-oriented culture – GCF seeks to engage a management consulting company to develop a comprehensive KMS tailored to the GCF's unique needs. GCF envisions its KMS to optimize the interaction of its **people, processes and technology**, beyond establishing a merely technical system.

The Consultant shall design a KMS in compliance with the GCF [Governing Instrument](#), Strategic Plan, and [existing policies](#), including the [Information Disclosure Policy](#) (IDP), to address the following objectives and priorities of the KMS:

2.1. Objectives of the GCF's KMS

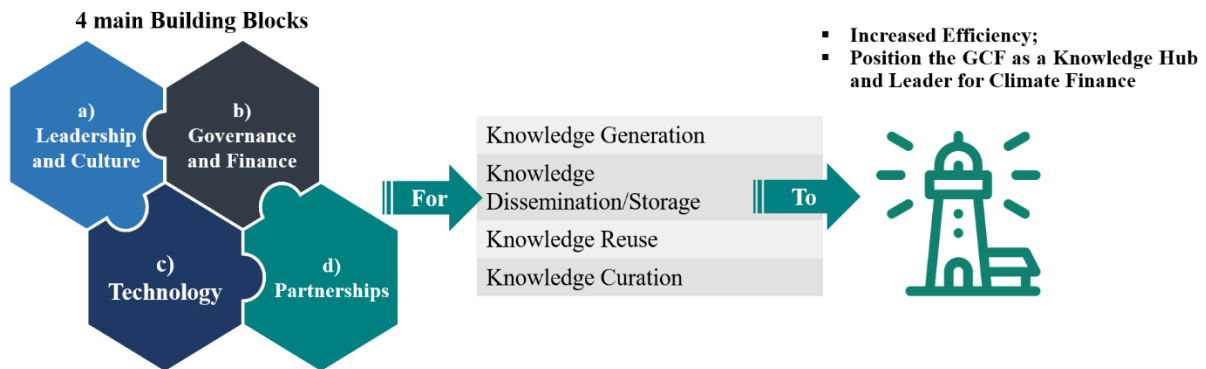
Objectives of the GCF's KMS



Four main **Building Blocks** have been identified as critical steps for the organization to establish a robust and effective KMS. These are:

- a. Leadership and Culture;
- b. Governance and Finance;
- c. Technology; and
- d. Partnerships.

Each one of these Building Blocks shall be further dissected and relevant models and recommendations for GCF be proposed, by the KMS Consultant. While '**Leadership and Culture**' are concerned with role modelling, establishing a collaborative culture of continuous learning, distilling lessons learned, disincentivizing creation of silos and incentivizing knowledge sharing through identifying knowledge champions; '**Governance**' relates to the administrative processes and the mechanisms and organizational structures through which the Knowledge Manager will direct knowledge management in the organization, using, among others, technological solutions, as well as incentive mechanisms to allow KM practices adoption. Identifying, establishing, and managing **partnerships** with UN agencies, governments, Accredited Entities, international development organizations, other climate funds, and academia are essential enablers of knowledge management. To position the GCF as leader in the global climate finance architecture, the Fund shall ensure its coherence and complementarity with other key actors to co-generate and disseminate knowledge that is highly relevant, just-in-time, and easily accessible.



The KMS consultant shall provide a vision and actionable plan covering a complete spectrum of all aspects on governance, culture, strategies, roadmaps, organizational structure, roles and responsibilities, and daily operational business processes. Roles and responsibilities should be clearly defined, making knowledge management as the meme of daily business action and the norm of every work stream and operation.

2.2. Priorities for designing and implementing the GCF's Knowledge Management System:

Priorities related to the knowledge practice (internal component of KM):

- **Sustainable Operations:** The essential components of a KM are related to people, processes, and technology. They constitute the core of the KMS and their utilization is key to success. While there is no formula to what the right sequence or balance between them should be, each organization requires its own model and such model will evolve over time. GCF expects to receive advice on how to design its processes and utilize its technology that empower its people to cover their tacit into explicit knowledge, hence make the institution's operations more efficient.
- **Governance of KM at the GCF:** The Fund's Knowledge Manager is responsible for the establishment and implementation oversight of the KMS in coordination with the Secretariat, and the KM Working Group. Key to success is how the designed system and models will be delivered and adopted by internal and external end-users. For each KM practice where there will be a cycle to go through, responsibilities will need to be clearly delineated among the teams, and team members. For example, if a knowledge product is created that is generated from a GCF event, a number of teams will be involved in the lifecycle of the product responsible for planning its capture, editing, design, and dissemination. A well thought through governance model and *incentives mechanism* are expected from the KMS Consultant.
- **Promoting Board-Secretariat knowledge sharing:** GCF aims to establish efficient mechanisms for managing the knowledge for and from the GCF Board.
- **Identifying and scaling up best practices:** GCF aims to develop a mechanism through which it can distil lessons learned from the processes and operations of the Secretariat. To promote a paradigm shift, as well as to increase the efficiency and effectiveness of its operations and delivery, lessons from the past, and good practices (e.g. project approaches, experiences from countries) need to be gathered, distilled, disseminated, and scaled up.

As GCF is establishing its KMS at a relatively early stage of its operations, a great deal of lessons can be learned from other organizations (e.g. ADB, GEF, Adaptation Fund, Climate Investment Funds and other comparable stakeholders) and research on best practices and failures of KMS as well as innovative approaches. Lessons learned can be related to different aspects of the Building Blocks of the System, such as effective incentives mechanisms, ICT tools, governance structure, etc. The KMS consultant shall deliver a summary of KMS reviews of relevant organizations, and from the literature.



- **Promoting Learning and Development Initiatives:** GCF’s learning and development initiatives are managed by the Human Resources team. As a young organization, these opportunities began to emerge recently and include staff onboarding and training initiatives. GCF’s objective in this regard is to further broaden its learning and development scope and consider employing innovative approaches to staff and key stakeholder engagement in learning opportunities, as well as exploring learning opportunities to co-generate with other development organizations, academia, etc.
- **Embedding the advances in Artificial Intelligence (AI) and automation into the KMS:** embedding AI processes and automation into the capture, generation, storage and dissemination of knowledge solutions and products. To position the GCF as a Knowledge Hub for global climate finance, KMS should apply and use latest automation and technological advances related to AI.
- **Leveraging and Integrating with Other Business Solutions in the GCF:** the KMS Consultant is required to review, and where beneficial, fully exploit GCF’s existing and evolving Cloud-based platforms and modular information systems & tools, as well as develop knowledge generation & storage practices with a view to ensuring its maintenance and sustainability. Consultant’s recommendations on aligning these and potential tools with the designed KMS are expected, as well as recommendations on ensuring the effective utilization by the KMS users and their training. Further efforts should be made to develop innovative ways to manage and utilize information and digital technology solutions that will enhance the connectivity of the existing systems and portals and improve the searchability functions through the knowledge repositories.

Some of the existing business systems covering the programmatic domain are listed below:

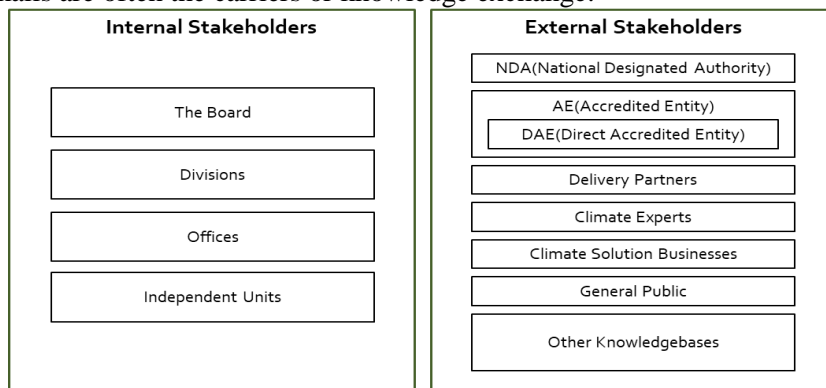
- **The Country Portal:** a web application that displays information about NDAs held by the GCF. Each NDA has access to its own information in real time and can get in touch with its respective GCF contact team in a convenient manner;
 - **The Entity Portal:** a web application that displays information about AEs held 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 system. 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 Key Performance Indicators information connected to business processes of pipelines and approved projects; and
 - Apart from these knowledge management tools, the Fund leverages ‘best-of-the-breed’ SaaS/PaaS platforms to handle general business requirements and internally developed applications for GCF-specific business needs. Microsoft Exchange, SharePoint Online and other Office365 solutions are catering the office automation, while SAP SuccessFactors (HR), Ariba (Procurement), Concur (Travel and Expense), Fact (Finance/ERP), Dynamics (CRM), ServiceNow (ITSM/Knowledge Base), PleaseReview (Document Review), Tableau (BI) and others are implemented for support services.
 - For climate business processes, IPMS handles funded activities, while Fluxx Grant Management System manages Readiness and Project Preparation Facility programs. GCF ICT systems are almost fully cloud-based, with the combination of SaaS solutions hosted by the vendors, or PaaS and IaaS solutions hosted in MS Azure Cloud. Please note that the system overview is subject to change, as the Fund continuously improves its ICT environment in an agile way, replacing or enhancing its microservice modules that are loosely connected to consist a whole ‘GCF ICT systems’.
- **Taxonomy and the “single source of truth”:** The growing need for knowledge management and sharing activities from internal and external knowledge users requires a smart categorization and

storage of GCF information, data and knowledge, including those provided by the Fund’s stakeholders. By providing multiple ways of access to the content of the Fund’s content, the KMS shall support a comprehensive Taxonomy structure to ensure consistency with such systems and structures, for GCF data and information management. GCF is currently in the process of developing its business taxonomy.

- **Establish Success-Measurement Mechanism (Appendix 2):** there should be a structured method and related tools that can measure GCF’s success in knowledge sharing and management work. Alternatives include but are not limited to measuring success by KPIs or through a Theory of Change, a template of which is included in Appendix 2. One of the critical measurements to be considered is how behaviours of GCF’s staff and stakeholders change, influenced by KM as well as how changes in their behaviours influence. The KMS consultant shall deliver a specific mechanism in this area.

Priorities related to the Knowledge Hub (external component of KM):

- **Meeting the demands of the stakeholders:** GCF serves the demands of the developing [countries](#), therefore it is critically important to cater to their knowledge needs. GCF sees a potential for knowledge sharing and facilitation among the representative key stakeholders: [National Designated Authorities](#) (NDAs) and [Accredited Entities](#) (AEs). Establishment of a marketplace has been introduced, through which NDAs and AEs will speed up knowledge sharing and matchmaking of project ideas with potential development and implementation partners, to improve their technical capacity and quality of projects and programmes. The Secretariat has established knowledge and information exchange platforms and practices, which need to be revised and where possible, enhanced. Emails are often the carriers or knowledge exchange.



To successfully serve these stakeholders, the Secretariat is seeking ways to improve the management and delivery of its knowledge base. Recent analysis shows very low utilization rate of the existing portals designed for the NDAs and AEs by themselves as well as by the Secretariat staff. As the Secretariat intends to build on its existing knowledge management efforts by developing and implementing a comprehensive KMS, this effort should be designed to ensure that institutional knowledge and lessons learned are captured and *made easily accessible* to both internal and external stakeholders, in a manner that increases the efficiency, effectiveness, and sustainability of the Fund’s operations.

- **Stimulating Innovation and Growth:** GCF is committed to stimulate innovation and growth. Its ambition is to be a highly trusted player in the climate finance landscape by combining and delivering to the countries a wealth of knowledge that it generates and leverages. It aims at triangulating partnerships between the countries, entities, academia and/or other key players in any possible way that increases the possibilities of innovation.
- **Generating Knowledge Products to support key stakeholders:** the GCF is engaging its stakeholders with multiple forms of knowledge sharing, including guiding countries and entities on



accessing the Fund's resources and on implementing projects/programs, sharing information on [Readiness and Preparatory and Support Programme](#), informing on [Board related matters](#), etc. Furthermore, these knowledge sharing activities usually take the form of a [conference](#), workshop, or a [stakeholder meeting](#). Hence, the generation of knowledge products should be tailored to the objectives of each form of knowledge sharing activity (event or online) and to their targeted audience. Therefore, the consultant shall support the design of guidelines for information capture at different levels of knowledge sharing events and activities, including for Board Meetings, GCF events, official missions, etc. The consultant shall also advise on creative, and efficient, ways of producing knowledge, particularly on methods of transforming tacit knowledge into explicit forms.

- **Improving coherence and complementarity of the GCF with other climate financing organisations:** to position the GCF as a Knowledge Hub for the broader multilateral climate financing architecture, the KMS should enable the GCF to engage in knowledge sharing activities and partnerships with other multilateral organisations, funds, academia, think tanks, with relevant profiles. The KMS should provide efficient strategies, processes, and tools to ensure the Fund's coherence and complementarity with other actors, through knowledge sharing and identify the opportunities for enhanced collaboration and knowledge generation.
- **GCF as a Knowledge Consumer:** By ensuring the availability and utilization of knowledge resources to its employees, the KMS shall provide user-friendly solutions to motivate and incentivize GCF's users to continuously seek out knowledge and systematize internal knowledge capture and sharing.
- **Leveraging and Integrating with the Communities of Practice Initiative:** the KMS will integrate key components of the evolving framework for the Communities of Practice (CoP) 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 the overall architecture for KMS. The KMS Consultant shall review the CoP management framework and propose an integrated model.
- **Leveraging and Integrating with DCAP:** 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 Marketplace and provide a multitude of opportunities for individuals and organizations to collaborate, exchange knowledge, and build the capacity of the climate stakeholders in developing countries. 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. A separate developing company will be hired for the platform design and establishment; however, within the framework of this contract the consultant shall assess DCAP previous pilot developments, and make recommendations on DCAP's position in the overall KMS, its content and platform administration, and on increasing its utilization.

3. The Scope and Deliverables of the Assignment

Disclaimer: Please note that the scope of the assignment and the relevant deliverables are subject to change based on corporate decisions and context at the Green Climate Fund and guidance from the Knowledge Manager.

The Fund envisages to take a phased approach in establishing the KM System. The Phases will be arranged and managed in a sequence of logical steps in reaching to the completion of the effort of this project, with three phases identified as described below. The Consultant shall revise, enhance, and complete all deliverables based on feedback and clearance from the GCF's Knowledge Manager to proceed to the next phase. Activities and deliverables of each phase are subject to modifications and flexible changes based on the findings from the previous phases, proposals made by the Consultant and



Knowledge Manager's guidance. The KMS consultant shall update, or propose, a thought through list of activities and associated deliverables for each phase. The activities listed below are non-exhaustive and should be used as guidance:

- **Review GCF's business information material:** review GCF's Governing Instrument, [Strategic Plan](#), Management Frameworks, Administrative Instructions, Operations Manual, Administrative Instructions and other legal instruments, Independent Evaluation Unit's relevant studies and reports, and various guidelines to understand the implications of these documents on knowledge management. The consultant shall also review and provide relevant inputs to the Fund's Strategic Plan.
- **Review and analyse KM gaps:** analyse current status and environment of KM at GCF; the governance, content management, knowledge management processes, systems, tools, repository or databases, staff's level of awareness and utilization of KM, and other relevant processes. The analysis should also assess the Fund's current position in the global climate finance landscape as well as the Secretariat's abilities to better serve Board knowledge needs.
- **Analyse core stakeholder requirements:** the current status and environment of KM at GCF needs to be conducted and analysed as well as requirements and needs determined from key core stakeholders. Conduct business requirements analysis workshops and related activities to clearly map and specify business requirements for all the core stakeholders. This should include stakeholder mapping. This requirement analysis should include clarification of needs for new knowledge content and for functional features to access, use, post, store, and accumulate them with ease and accessibility. To properly assess and measure knowledge management at GCF and identify comprehensive ideas and requirements, the Consultant should, observe the process as well as conduct surveys and interviews with relevant stakeholders to arrive at clear identification of issues, problems, lack of solutions, incapable processes, etc.
- **Conduct strategy workshops:** to obtain and develop creative ideas beyond requirements and needs, conduct workshop with core stakeholders and any parties deemed helpful to inspire and trigger thinking and to discover opportunities for transformative changes toward becoming an intelligent learning organization.
- **Identify sources of tacit knowledge:** for GCF operations to be sustainable, sources of tacit knowledge need to be identified, and mechanisms for capturing, storing, and making them accessible need to be created. The Fund is committed to sharing the rich tacit knowledge of its staff via explicit, organized, and structured formats. Special consideration should also be given to the knowledge for and from the Board. Therefore, the Consultant shall identify and propose the most accurate solutions to capture tacit knowledge, transform it into explicit formats of knowledge, create spaces of collaboration to create and retain knowledge, store it, and share it across the organisation and the Fund's stakeholders. Importantly, the reuse of this knowledge should be encouraged and incentivised. Having relevant and just-in-time knowledge is only one of the many factors to the achievement of KM objectives, while making it easily accessible, widely utilized, and searchable makes a real difference in its utilization and impact rate. The focus should be on capturing tacit knowledge and making the organization, and not the individual, the owner of the knowledge.
- **Advise on the ongoing GCF taxonomy:** The consultant is expected to support the GCF's ongoing taxonomy development, while consistently aligning its content and structure, and metadata, to the KMS.

3.1. Phase I: Assessment and Gap Analysis (approximately 3 months)

Phase I will focus on the development of a strategic vision, overall roadmap, the framework of governance, organizational scheme, roles and responsibilities, and technical architecture of KMS and



strategies for solution adoption and development. It shall also prepare and submit a report on GCF's potential for Innovation in the Climate Finance landscape.

[Phase 1 Deliverables]

1. **Gap Analysis Report**

that clearly assess current **internal and external** practices and gaps between what is desired against what is currently in place, together with the recommendation to close the gaps identified. The Gap Analysis Report shall include a detailed analysis of the four Building Blocks of the KMS, Board – Secretariat knowledge sharing practices, internal policies and AIs, as well as KMS models in other relevant international organizations in order to inform the **recommendations on the best fit model for GCF**. The Report should include analysis of the [DCAP platform](#), including an assessment of the pilot's previous developments, its potential, and the modality of integration into the overall KMS.

2. **GCF Knowledge Hub Roadmap and Innovation Plan**

a plan describing how GCF can innovate to add value to the climate finance landscape and assert its catalysing and leading role. The Innovation Plan should also outline a strategy to position the GCF as global knowledge leader in climate finance and associated governance structure that can enable GCF achieve this objective. Among others this includes staffing, incentives mechanism, and recommendations on other innovative measures.

3. **GCF's Knowledge Generation Mechanism**

a guidance document that outlines the strategy and mechanisms for transforming GCF tacit knowledge into explicit knowledge products (KPs), including a preliminary report on potential KPs to be generated and shared by GCF. The Knowledge Generation Mechanism should identify all possible sources of knowledge product creation and outline concrete mechanisms for knowledge capture, generation, storage, curation and dissemination, as well as provide recommendations on **key knowledge products and publications GCF should be developing annually or on regular basis**. A pilot knowledge product should be developed using the mechanism to test its feasibility. The pilot KP options shall be agreed upon during phase I.

3.2. Phase II – Design of the KMS (approximately 5 months)

Activities and deliverables of Phase II are subject to modifications and flexible changes based on the findings of the work carried out in Phase I and Knowledge Manager's guidance. Following internal consultations at GCF, the Knowledge Manager will provide the notification to proceed to Phase II.

[Phase 2 Deliverables]

1. **GCF's Knowledge Management Strategy and Action Plan** comprised of several plans including, but not limited to:

- a. KM Framework, covering internal and external components;
- b. KMS priority areas (Options for the GCF to choose from shall be proposed) and addressing the four Building Blocks outlined in this document;
- c. Recommendations on Board - Secretariat knowledge sharing needs and mechanisms;
- d. Mechanisms for identifying tacit knowledge, converting it into explicit; capture, storage, generation and sharing;
- e. Learning and Development plan, (based on Phase 1 assessments), including incentives mechanisms and how to address GCF external and internal L&D gaps;
- f. A theory of change, and related KPIs including a system for measuring KMS success;

- g. **KMS Governance and Management plan:** which includes a proposed governance structure for KM, including the relationship and work distribution between the central KM team and the divisions and offices of the Secretariat;
 - h. Knowledge Generation framework;
 - i. Content management, connectivity and taxonomy related recommendations and associated action plan;
 - j. Interlinkages of different components of knowledge sharing and knowledge management components of the KMS, such as DCAP, Communities of Practice, etc;
 - k. Recommendations on data retention and archiving policy implementation;
 - l. Other elements to be included in the Strategy Plan and Action Plan.
2. **KMS System Requirements Specifications** – a proposal of a comprehensive architecture for the ICT aspects of KMS: which should advise on the apps, portals, taxonomy, searching, connectivity, and GCF administered web pages, along with other matters:
- **ICT specifications of the system**, its features, functionalities, and components;
 - **Recommendations for integration and interoperation with GCF’s other business solutions and systems:** for inter-operation and/or integration with GCF’s other application systems, including but not limited to, Country Portal, Entity Portal, BDT, IPMS, and DCAP.
3. **KMS Implementation and Sustainability Manual:** a guidance document that includes, but not limited to:
- Roles and responsibilities and timeline of implementation;
 - Human and financial Resources needed for the execution of the KMS;
 - Guidance on implementation and testing of technical system components;
 - Guidance on how to sustain and ensure the adoption and utilization of the KMS with regards to the **four Building Blocks**, including:
 - Change Management plan;
 - Incentive programs and mechanisms for KM utilization;
 - Quality Management plan;
 - Problem management plan;
 - ICT Solution/technology adoption plan;
4. **Training Sessions** (to be conducted on site for internal GCF personnel, and for the key stakeholders), **Manuals, User and System Administration Guide.**

3.3. Phase III – Guidance to Implementation (approximately 6 months)

Activities and deliverables of Phase III are subject to modifications and flexible changes based on the findings of the work carried out in Phase I and Phase II as well as Knowledge Manager’s guidance. Following internal consultations at GCF, the Knowledge Manager will provide the confirmation to proceed to Phase III.

Report on Implementation and further Guidance.

The Secretariat will implement the KMS independently. However, the Consultant is requested to provide advice during the implementation process on both KM practices and GCF’s thought leadership work. It should be noted that the Consultant’s services for Phase III will be limited to provision of guidance and would require significantly lower engagement compared to Phases I and II. The provision of guidance may be requested through different means, including on-site visit to GCF, emails, review and revision of documents, video and phone calls, etc.

3.4. Timetable of Deliverables

<i>Deliverable</i>	<i>Due date to be delivered</i>
Phase I deliverables	
Gap Analysis Report	Within 3 months from the launch date
GCF Knowledge Hub Roadmap and Innovation Plan	Within 3 months from the launch date
GCF's Knowledge Generation Mechanism	Within 3 months from the launch date
Phase II deliverables	
GCF's Knowledge Management Strategy and Action Plan	Within 4 months from the notification to proceed to Phase II
KMS System Requirements Specifications	Within 4 months from the notification to proceed to Phase II
KMS Implementation and Sustainability Manual	Within 5 months from the notification to proceed to Phase II
Training Sessions and Manuals, User and System Administration Guide	Within 5 months from the notification to proceed to Phase II
Phase III deliverables	
Report on Implementation and further Guidance	Within 6 months from the confirmation to start Phase III

4. Responsibilities and relevant arrangements

4.1. Reporting

The consultant will report to the Knowledge Manager in the Office of the Executive Director (OED), whose responsibilities are to direct the establishment, and manage the implementation of a full-scale comprehensive KMS. The Consultant shall revise, enhance, and complete all deliverables based on feedback and clearance from the Knowledge manager and/or stakeholders to proceed to the next phase.

The KMS Consultant is responsible to seek clearance on the deliverables for the GCF. Each phase deliverables should be cleared and accepted by the GCF. Only after the Knowledge Manager's confirmation, the KMS Consultant shall commence a new phase of work.

4.2. Responsibilities of the parties

GCF seeks to engage a management consulting company to develop a comprehensive Knowledge Management System (KMS) tailored to the GCF's unique needs.

In addition to proposing a full design for the KMS, the consultant is required to support the Knowledge Manager in (i) positioning the GCF as a global knowledge leader in climate finance, by enabling the Fund to become a hub that captures and disseminates knowledge from GCF to countries and other stakeholders; (ii) guiding the design of the KMS, in addition to the gap analysis and assessment; (iii) providing guidance to the effective implementation of KM practices by the [GCF's Secretariat](#), as well as systematizing internal knowledge capture and sharing; and (iv) supporting the Knowledge Manager in developing, negotiating, and maintaining knowledge sharing partnerships with GCF stakeholders, as the GCF focal point.

The Consultant is expected to propose a team which includes key members (Team Leader, Senior Specialists and support staff) and required expertise suitable to deliverables. The Consultant is responsible for ensuring the availability of its key members to travel to GCF's Headquarters in Songdo,



Republic of Korea, at mutually agreed dates and times. The Consultant is required to physically allocate personnel to the HQs part time during each phase of the contract duration as per request from the GCF. The consultant should develop and propose the schedule of its personnel engagement both on-site and off-site. Any agreed travel shall be subject to applicable guidelines in GCF and relevant costs will be managed accordingly. Airfare tickets shall be provided for Economy class only. Furthermore, the Consultant should ensure its commitment to engage regularly with the KM team via video and phone calls and emails, at agreed times.

The Consultant is required to ensure availability of the proposed team members until completion of the assignment. Prior to deployment of the proposed team members, GCF may choose to conduct interviews in order to ensure and validate their suitability and availability for the assignment. GCF reserves the right to request replacements to proposed team members as it deems necessary and any replacements shall be subject to approval by GCF.

4.3. Focal points

GCF nominates the Knowledge Manager as a focal point for this assignment.

Appendix to the Terms of Reference

Appendix 1: Documents to be reviewed by the consultant include, but are not limited to:

- [GCF Governing Instrument](#)
- [Initial Strategic Plan for the GCF \(PDF\)](#)
- [GCF Information Disclosure Policy \(IDP\)](#)
- [GCF Infographics](#)

Appendix 2: Potential construct for the KMS' Theory of Change

Theory of Change Construct	Evidentiary Basis
Inputs	<ul style="list-style-type: none"> ▪ Leadership and collaborative culture; ▪ Governance, incentives and finance; ▪ ICT tools and systems; ▪ Partnerships with knowledge co-developers, and consumers; ▪ Training on new skills; ▪ Tacit knowledge sharing opportunities; and ▪ Management buy-in.
Activities	<ul style="list-style-type: none"> ▪ Tacit knowledge identification and capturing ▪ Data and information identification and capturing ▪ Knowledge and learning products created and delivered ▪ Knowledge dissemination ▪ Monitoring protocols
Outputs	<ul style="list-style-type: none"> ▪ Increased collaboration and shredded silos, ▪ Better managed data, information, and knowledge; ▪ Captured tacit knowledge; ▪ Impactful knowledge products; ▪ Learning opportunities for internal and external actors; ▪ Lessons distilled and shared among stakeholders; ▪ Better informed and engaged stakeholders; ▪ GCF knowledge base expanded
Outcomes	<ul style="list-style-type: none"> ▪ Motivated Staff; ▪ Behaviour change of the staff at all levels; ▪ “One GCF approach” for a sustainable collaborative organizational culture; ▪ GCF work informed by the best practices and external knowledge; ▪ Improved peer-to-peer knowledge sharing (GCF-stakeholders and among countries) ▪ Increased efficiency and effectiveness of the Fund's operations; and ▪ Perceived positive image of the organization.
Ultimate Outcomes	<ul style="list-style-type: none"> ▪ Avoid the cost of ignorance; ▪ Effective delivery of expected results; and ▪ Position the GCF as a global knowledge catalyser and leader on climate finance.

Abbreviations:

KMS: Knowledge Management System	DCAP : Direct Climate Action Platform
KM: Knowledge Management	COP : Communities of Practice



GREEN
CLIMATE
FUND

NDA: National Designated Authorities	IDP: GCF Information Disclosure Policy
DAEs: Direct Access Entities	SMT: Senior Management Team
AEs: Accredited Entities	

Disclaimer: tacit knowledge is used to denote both tacit and implicit knowledge within this document.



Annex 2

Requirements for Firms' Proposals

Technical Proposal

The technical proposal should address all aspects of the Terms of Reference. The Technical Proposal shall have all the necessary details in response to the Terms of Reference and the proposer shall fill in the technical Forms (TECH Forms) which follow in this annex and which must be filled in accordingly.



TECH Forms

Form TECH-1: Technical Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated Consultant if submitting as an association]

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We confirm that, based on our current best knowledge, there are no real or potential conflicts of interest involved in rendering Services for the GCF. In this regard, we list all the work that we have been involved with GCF as per the attached. Our policy on dealing with conflicts of interest, should these arise, is also set out as per the attached. We acknowledge and agree that GCF has the right to determine whether there is any actual or potential conflicts of interest in its sole discretion.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 2.6 of the RFP, we undertake to negotiate on the basis of the proposed staff, methodology and approach. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: __

Name of Firm: .

Address: _____



Form TECH-2: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client

On the Terms of Reference

Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve the eventual performance in carrying out the assignment. Such suggestions should be concise and to the point, and incorporated in your Proposal.



Form TECH-3: Template for Technical Proposal

The Technical Proposal shall be submitted strictly in accordance with the below Technical Proposal Template, and proposals that are not submitted based on the provided template may be disqualified.

**TEMPLATE FOR TECHNICAL PROPOSAL
to Terms of Reference for
Green Climate Fund’s Knowledge Management System (KMS)**

(NOTE: The Technical Proposal should not exceed twenty (20) pages, excluding the Attachments.)

Contact person and information of the bidding organization:

Name of the Organization		
Address and Telephone No.		
Contact Information	Name	
	Position	
	Email address	
	Telephone No.	

1. ORGANIZATIONAL PROFILE AND RELEVANT EXPERIENCE

- **Organisational profile, including history of organisation in knowledge management, organisation type, vision and mission, complex analysis and flagship initiatives in the area of Knowledge Management**
- **Summary of past experience which are relevant to the Knowledge Management and to this Terms of Reference, with list of detailed previous assignments undertaken by the organization**

Please attach materials and sample reports that are relevant to the above.

2. PROPOSED TEAM

Proposed project team, including their roles, responsibilities, phases of involvement, qualifications, capabilities, and experience

Please provide resumes of the key personnel who will lead the work on internal and external aspects of the KM during each phase. The Consultant is expected to propose a team which includes key members (Team Leader, Senior Specialists and support staff) and required expertise suitable to deliverables. The Consultant should indicate role and responsibilities of each team member including their involvement throughout the period of the assignment. The Consultant is required to ensure availability of the proposed team members. Any replacements shall be subject to approval by GCF.

3. APPROACHES, STRATEGIES AND METHODOLOGIES

3.1. Phase I: Assessment and Gap Analysis

- a) **Proposed strategies and methodologies** for carrying out the assessment, gap analysis, and obtaining the expected outputs for the objectives and priorities of the Knowledge Practice (internal component) of the KMS).
- b) **Proposed strategies and methodologies** for carrying out the assessment, gap analysis, and obtaining the expected outputs for the objectives and priorities of the Knowledge Hub (external component) of the KMS).



3.2. Phase II –Design of the KMS

- a) **Proposed strategies and methodologies** for designing the KMS and obtaining the expected outputs for the objectives and priorities of the Knowledge Practice (internal component) of the KMS).
- b) **Proposed strategies and methodologies** for designing the KMS and obtaining the expected outputs for the objectives and priorities of the Knowledge Hub (external component) of the KMS).

3.3. Phase III – Guidance to Implementation

Proposed approach for efficient guidance to GCF during the implementation phase for all components of the KMS (internal and external).

3.4. Proposed project schedule with proposed list of activities, their timeline, and deliverables for each phase.

4. LIMITATIONS AND CHALLENGES

Please explain what the limitations and challenges are for your company, if any, for providing the requested deliverables for each phase.



Financial Proposal

The Financial Section shall provide the Financial Proposal as per the Fin Form-2.



FIN Forms
Form FIN-1: Financial Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, provide in the Financial Proposal the relevant unit prices of various categories of experts in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. All the unit prices are exclusive of the local taxes.

Our Financial Proposal shall be binding upon us until the expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph 2.6 of this RFP. Furthermore, in the event of an award of LTA, all the unit prices shall be valid for the duration of the LTA.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____



Form FIN-2: Financial Proposal

Please provide your financial proposal based on the template below, in compliance with the instructions.

Please do not include any cost related to travel. Any agreed travel shall be subject to applicable guidelines in GCF and relevant costs will be managed accordingly. Airfare tickets shall be provided for Economy class only.

<i>Deliverable</i>	<i>Cost Breakdown</i> <i>Please specify detailed breakdown of the cost for each deliverable, including the unit cost for the proposed team members.</i>	<i>Total cost for deliverable (in USD)</i>
Phase I deliverables		
Gap Analysis Report		
GCF Knowledge Hub Roadmap and Innovation Plan		
GCF's Knowledge Generation Mechanism		
Phase II deliverables		
GCF's Knowledge Management Strategy and Action Plan		
KMS System Requirements Specifications		
KMS Implementation and Sustainability Manual		
Training Sessions and Manuals, User and System Administration Guide		
Phase III deliverables		
Report on Implementation and further Guidance		
Total lump-sum cost (in USD)		

Disclaimer: Please note that the scope of the assignment and the relevant deliverables are subject to change based on corporate decisions and context at the Green Climate Fund and guidance from the Knowledge Manager.



Annex 3

Evaluation Criteria

The Fund seeks proposals for services from qualified and experienced consulting companies, or organizations (“The Consultant”) who are able to provide leading expertise on knowledge management. Companies must have prior experience in assessing, designing, and implementing knowledge management systems in organizations similar to GCF. GCF may choose to seek written feedback on the firm’s performance from previous clients. The assignment requires physical presence of the designated consultants in Songdo, Republic of Korea, during different phases of the contract as per GCF’s request.

Responses to these Terms of Reference (ToR) will be evaluated based on GCF procurement rules. It will be expected to start providing services no later than three weeks from the announcement of the award.

A. Evaluation and Comparison of Proposals

1. The proposals under this RFP will be evaluated in a two-stage procedure, starting with administrative compliance to ensure the proposals includes all necessary required documents and is duly signed by the authorized representative. Evaluation of the proposal will follow the steps in the below paragraphs.

B. Acceptance of Submissions

2. All proposers are expected to adhere to the requirements for submitting a proposal. Any proposals that fail to comply may be disqualified from further consideration as part of this evaluation. In particular:
 - Full compliance with the formal requirements for submitting a proposal
 - Submission of all requested documentation
 - Acceptance of the GCF General Terms and Conditions – Where the proposer notes issues, these must be raised as part of the technical proposal for consideration during evaluation.
3. The Technical Proposal shall be submitted strictly in accordance with the provided Technical Proposal Template, and proposals that are not submitted based on the provided template may be disqualified.

C. Evaluation of Technical Proposal

4. A reviewing committee shall be established to evaluate each proposal. The proposal is evaluated individually on the basis of its responsiveness to the technical requirements and will be assessed and scored according to the evaluation criteria below and as per scores in the table.

Category		Score
1.	ORGANISATIONAL PROFILE AND RELEVANT EXPERIENCE	15
	- Organisational profile, including history of organisation in knowledge management , organisation type, vision and mission , complex analysis and flagship initiatives in the area of Knowledge Management. - Summary of past experience which are relevant to the Knowledge Management and to this Terms of Reference.	

2.	PROPOSED TEAM	20
	Proposed project team, including their roles, responsibilities, phases of involvement, qualifications, capabilities, and experience	
3.	APPROACHES, STRATEGIES AND METHODOLOGIES	65
3.1	Phase I: Assessment and Gap Analysis	20
a)	Proposed strategies and methodologies for carrying out the assessment, gap analysis, and obtaining the expected outputs for the objectives and priorities of the <u>Knowledge Practice (internal component of the KMS)</u> .	10
b)	Proposed strategies and methodologies for carrying out the assessment, gap analysis, and obtaining the expected outputs for the objectives and priorities of the <u>Knowledge Hub (external component of the KMS)</u> .	10
3.2	Phase II: Design of the KMS	30
a)	Proposed strategies and methodologies for designing the KMS and obtaining the expected outputs for the objectives and priorities of the <u>Knowledge Practice (internal component of the KMS)</u> .	15
b)	Proposed strategies and methodologies for designing the KMS and obtaining the expected outputs for the objectives and priorities of the <u>Knowledge Hub (external component of the KMS)</u> .	15
3.3	Phase III: Guide to Implementation	10
	Proposed approach for efficient guidance to GCF during the implementation phase for all components of the KMS (internal and external).	
3.4	Proposed Project Schedule	5
	Proposed project schedule with proposed list of activities, their timeline and deliverables for each Phase.	
Total score		100

Proposals that score **at least 75 points out of 100** will be considered as qualified for the review of financial proposal.

D. Evaluation of Financial Proposal

The financial proposal of all proposers which have attained the minimum score in the technical evaluation will be evaluated subsequently. The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100. The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm / F$, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” is the price of the proposal under consideration.

E. Consolidated evaluation

The weights given to the Technical (T) and Financial (P) Proposals are:

$$T = 0.70, \text{ and } P = 0.30$$

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using weights (T = the weight given to the Technical Proposal; P = weight given to the Financial Proposal; T + P = 1) as following: $S = St \times T\% + Sf \times P\%$.

The firm achieving the highest combined technical and financial score will be invited for contract negotiations.



F. Award

The Award will be made to the responsive proposer who achieves the highest combined technical and financial score, following negotiation of an acceptable contract. GCF reserves the right to conduct negotiations with the Proposer regarding the contents of their offer. The award will be in effect only after acceptance by the selected proposer of the terms and conditions and the technical requirements.



Annex 4

Company Profile Form

Please respond to all questions.

Company details - vendor's name

Name:

General Information

Primary contact for sales/client services	
Address	
	Postal Code: Country:
Telephone:	Fax:
E-mail:	Web site:
Parent company, if any	
Subsidiaries, Associates, and/or Overseas Rep(s), if any	
Year established	
Registration Number	
Type of organization	Public enterprise () Private company () Organization sponsored (assisted by Government) () Other (please specify): ()
Type of Business	Manufacturer () Retailer () Authorized Agent () Consulting Company () Other (please specify): ()
Summary of main business activities	
No. of employees (by location)	
Staff turnover rate	
In-house working language (s)	
Bank Name: Bank Address: Account Holder: Account Number: IBAN: SWIFT:	

Prior experience with international organizations

List contracts with international organizations in the last three years BRIEFLY list recent contracts that used relevant tools, technologies, and techniques: Attach additional sheets if necessary.
1



**Annex 5
Acknowledgment Letter**

Dear Sir/Madam,

We, the undersigned, acknowledge receipt of your Request for Proposal (RFP) No. **RFP/2019/S/004** dated 22 February 2018 and hereby confirm that we:

INTEND DO NOT INTEND

to submit a proposal to the secretariat of the Green Climate Fund (GCF) by the deadline date of **25 March 2019** and that we:

INTEND DO NOT INTEND

to send one (1) authorized representative to observe the public opening procedure on **26 March 2019**.

We acknowledge that this RFP is confidential and proprietary to the secretariat, and contains privileged information.

Name of Authorized Representative: _____

Signature: _____

Title: _____

Name and Address of Vendor: _____

Telephone: _____

Facsimile: _____

If you do not intend to submit a proposal to the secretariat, please indicate the reason:

We do not have the capacity to submit a proposal at this time.

We cannot meet the requirements for this RFP.

We do not think we can make a competitive offer at this time.

Other (please specify): _____

Kindly return this acknowledgement letter immediately via e-mail to procurement@gcfund.org

NOTE: Due to current security arrangements, your authorized representative must present a completed copy of this letter in order to observe the public opening procedure.

**Annex 6
Timeline**

The Green Climate Fund will follow the timeline below for this RFP. Please note that these dates may be adjusted at the sole discretion of GCF.

	Event	Responsible Party	Date (and time, KST*)
1	Issuance of RFP	GCF	22 February 2019
2	Last day to send completed Acknowledgement Letter of RFP receipt	Tenderer	21 March 2019
3	Last date for requests for clarification of the RFP	Tenderer	13 March 2019
4	Last date to reply to questions received/ Last date for amendment	GCF	18 March 2019
5	Date by which proposal must be received in Korea by GCF	Tenderer	25 March 2019; 17:00 Hrs Korea Standard Time (KST)
6	Date of opening of Technical Proposals	GCF	26 March 2019

* KST: Korea Standard Time (Seoul Time)



Annex 7

GCF Model Contract

By submitting a proposal to this RFP, Bidders are considered to have carefully reviewed the GCF Model Contract and be in agreement with all its terms and conditions. Where the bidder has specific issues of concern, those must be raised and indicated in the Technical proposal clearly for consideration during evaluation. Any request of amendments to GCF Model Contract and terms and conditions must be accompanied by detailed and compelling justification for review and consideration by GCF. It should be noted that request of amendments to GCF Model Contract and terms and conditions may negatively affect evaluation of the proposal and, in some cases, where such amendments are incompatible with GCF's binding policies and rules, may prejudice the final award.

NB: For this particular contract, the Performance Standards, Insurance, Performance Security and Deductions Clauses will not be applicable.