

6, May 2020

Reference: RFP 2020/005 – Consultancy Services for Requirements Analysis and RFP Development for the Green Climate Fund Financial Management Suite (GFMS)

ADDENDUM NO. 3

This Addendum is issued to complement and will constitute integral part of the Request for Proposals. The original Request for Proposals Document will remain in full force and effect. Respondents shall take this Addendum into consideration when preparing and submitting their proposal.

I. Responses to Requests for Clarifications

No	Clarification requested	Response
1.	How many impacted stakeholders at GCF? Where are they all located? (ie number of impacted internal GCF stakeholders by country/location)	<p>There will be about 20-30 core group of users who will be using the system regularly. All the staff/ consultants (about 300-350) may be impacted by the system as they may need to submit expense claims amongst other requests through the system.</p> <p>All the staff and some consultants are based in the republic of Korea. Remote consultants can be in any country across the globe</p>
2.	Are external stakeholders impacted? If yes, where are they located (ie number of impacted external stakeholders by country/location)	External stakeholders like Board Members and their advisors (about 48 persons) may also be impacted by the system as they need to submit their expense claims though at a lesser frequency than the internal stakeholders. The board members and advisors are also spread across different continents.
3.	What tool are used for reporting IT project status and its frequency?	ICT uses ServiceNow ITBM platform for recording the project status information for subsequent reporting. The project status reporting to the project board/Steering Group happens as per the frequency agreed during the Project kick-off meeting. Additionally, the EPMO reports the status of ongoing projects to the CIO and the ICT team during the regular weekly meetings of the ICT
4.	<p>Vision and Strategy</p> <p>What are the underlying drivers to the GFMS initiative? – this will enable us to further align to ultimate business objectives</p> <p>a. Do you envision that your business processes and therefore your requirements towards GFMS are likely to greatly evolve in the future?</p> <p>b. Consequently, do you envision the need to continuously develop GFMS in the future in order to provide new capabilities?</p>	<p>The objective is to have a singular integrated view GCF's finances and to execute the financial transactions efficiently and accurately. The Financial Management System should seamlessly support GCF operations by optimizing efficiency and effectiveness in all finance processes and negate the need for multiple copies of the similar data spread across mushrooming small systems.</p> <p>a. The business processes and the GFMS requirements may not evolve radically but incrementally for continuous improvement</p> <p>b. Integration requirements may continue to evolve with the changes to technology landscape of GCF</p>

5.	<p>Systems and Processes Which are the functional areas in-scope?</p> <ul style="list-style-type: none"> a. Are the processes for each division/office/unit limited to finance and accounting processes? e.g. for GCF investment workflows will GFMS only cover financial transactions, such as disbursements? b. Are the processes and workflow per division/office/unit already fully documented? 	<ul style="list-style-type: none"> a. The focus for GFMS is finance and accounting processes. However, most of the process is initiated by other divisions/offices hence the interface with finance is critical. For example, disbursements for investments are initiated by the projects team, they go through an approval cycle after which finance executes the disbursements. b. Divisions have their respective manuals or standard operating procedures where their processes are outlined. Please note that these are updated from time to time.
6.	<p>Systems and Processes What are the current data sharing mechanisms with external solution providers (e.g. World Bank, UN HR processes)</p> <ul style="list-style-type: none"> a. Is there an external API capability to build on / leverage? 	None
7.	<p>Systems and Processes What is your current IT capability and how do you envision supporting GFMS in the future?</p> <ul style="list-style-type: none"> a. What is your current level of in-house vs outsourced IT? b. Do you envision using your existing IT to support and operate GFMS – or do you plan to build additional capability / contract with a 3rd party to support and operate GFMS? c. If you intend to use your existing IT – are there any preferences or limitations in terms of types of systems and infrastructure that can be supported? 	<p>All systems deployed across the GCF are commercial or bespoke cloud-based SaaS applications</p> <ul style="list-style-type: none"> a. 30% versa 70%. As mentioned above, a good majority of the business systems are ICT facilitated acquisitions with outsourced maintenance support. Although there is an internal team with capability to develop and support all recent technologies-based systems that supports few strategic business systems developed in-house b. Current vision is to outsource the support contract as well. c. Not Applicable
8.	<p>Systems and Processes Is the GFMS seeking to replace or add to iPMS (and other independent systems)?</p>	<p>The initial targets that GFMS is set to replace are the accounting and reporting system, payroll system, treasury management system.</p> <p>Due to the nature of records maintained on the iPMS, we do not envisage the GFMS replacing it but rather being integrated with the GFMS</p> <p>However, we seek advice regarding a) financial aspects of climate project data currently/provisionally held in iPMS b) complementary financial information to these in iPMS not yet held there, and c) recommended pathways ahead concerning potential system convergence opportunities in future years.</p>
9.	<p>Systems and Processes What is the existing system landscape? Including:</p> <ul style="list-style-type: none"> a. Please describe any systems that GCF currently use or is in the process of deploying that could be relevant to this 	The study of existing systems in place and their possible integration needs with GFMS is part of the work statement for this RFP.

	<p>project. Examples could include (but are not limited to):</p> <ul style="list-style-type: none"> i. Accounting solutions (general ledger, accounts receivable, accounts payable) ii. Cost management solutions iii. Risk management solutions iv. Treasury solutions v. Investment solutions vi. Procurements solutions vii. Project management solutions viii. HR solutions, incl. payroll, travel expense management <p>b. For each of the systems, please mention:</p> <ul style="list-style-type: none"> i. Name and/or vendor of each system ii. Do you envision replacing these systems with GFMS – or do you intend for the systems to co-exist with GFMS? <p>c. Please describe any business processes that are currently performed by 3rd parties on behalf of GCF (e.g. outsourced processes). Examples could include (but are not limited to):</p> <ul style="list-style-type: none"> i. Treasury operations ii. Payment processing iii. Payroll iv. Travel management v. Etc. <p>d. For each of the processes, please mention:</p> <ul style="list-style-type: none"> i. Service provider/3rd party performing the process ii. Do you envision in-sourcing these processes and performing them inside GCF in the future? <p>e. What accounting system / general ledger is currently in use? <captured above in the long lists of systems as well></p>	<p>The same can be said regarding related BP outsourcing which is currently only practiced in a very limited extent.</p>
<p>10.</p>	<p>Solutions Do you have a preference for SaaS, Cloud-based or On-premise solution?</p> <ul style="list-style-type: none"> a. Are there any preferred vendors we should consider, such as SAP given the existing use of Ariba? 	<p>Our Digital Strategy demands nothing but Cloud-based solutions, and this genuinely, that is SaaS.</p> <p>We do not want to preempt your analysis and findings regarding the most adequate vendor and product choice.</p>
<p>11.</p>	<p>Ways of Working Would a fully remote working arrangement be preferred if it enabled a prompt start (in the light of coronavirus)?</p>	<p>Fully remote working initially may be considered, however onsite presence would eventually be required for more efficiency and better coordination.</p>
<p>12.</p>	<p>Ways of Working</p>	<p>A balanced mixed of onsite presence (like 50%) and offsite availability would be appropriate but we will</p>

	What is your preference for onsite, offsite (Korea based), or fully remote team members, assuming reasonable availability in-person as needed	have and expect some flexibility about the specific percentages.
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Kind regards

Green Climate Fund