



### **Request for proposals (RFP 2021/046)**

## **Consultancy services for Supply, Build and Installation of the Green Climate Fund Financial Management Suite**

### **1. Background**

- 1.1 The Green Climate Fund (the “GCF”, or the “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 Green Climate Fund (the “Governing Instrument”). 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 to provide consultancy services for **Supply, Build and Installation of the Green Climate Fund Financial Management Suite (GFMS)**. The terms of reference included in Annex 1 provides the details of the assignment and expected deliverables.
- 2.2 Proposals must be submitted to the GCF no later than **13 December, 2021 at 15:00 hrs Korean time**.
- 2.3 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	Model Contract

- 2.4 The terms set forth in this RFP, including all the annexes listed above, will form part of any contract, should the GCF 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 GCF in the context of any negotiations entered into it.



- 2.5 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.
- 2.6 Proposers may withdraw their 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.
- 2.7 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the deadline for submission 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.
- 2.8 Effective with the release of this solicitation, all communications relating to this RFP must be directed only to the Head of Procurement by email at [procurement@gcfund.org](mailto:procurement@gcfund.org). Proposers must not communicate with any other personnel of the GCF regarding this RFP.
- 2.9 This RFP is issued under the GCF Administrative Guidelines on Procurement.

### 3. Joint Venture, Consortium or Association

- 3.1 If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium or association at the time of the submission of the Proposal, they shall confirm in their Proposal that:
  - a) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture jointly and severally,
  - b) if they are awarded the contract, the contract shall be entered into, by and between GCF and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.
- 3.2 After the Proposal has been submitted to GCF, the lead entity identified to represent the joint venture shall not be altered without the prior written consent of the GCF. Furthermore, neither the lead entity nor the member entities of the joint venture can submit another proposal:
  - a) either in its own capacity; nor
  - b) as a lead entity or a member entity for another joint venture submitting another Proposal.
- 3.3 The description of the organization of the joint venture/consortium/association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the Joint Venture Agreement. All entities that comprise the joint venture shall be subject to the eligibility and qualification assessment by GCF.
- 3.4 Where a joint venture is presenting its track record and experience in a similar undertaking as those required in the RFP, it should present such information in the following manner:
  - a) Those that were undertaken together by the joint venture; and
  - b) Those that were undertaken by the individual entities of the joint venture expected to be involved in the performance of the services defined in the RFP.



- 3.5 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.
- 3.6 If a joint venture's Proposal is determined by the GCF as the most responsive Proposal that offers the best value for money, the GCF shall award the contract to the joint venture, in the name of its designated lead entity. The lead entity shall sign the contract for and on behalf of all other member entities.

#### 4. Request for Clarification of RFP Documents

- 4.1 A prospective proposer requiring any clarification of the solicitation documents may notify the GCF in writing to the email address [procurement@gcfund.org](mailto:procurement@gcfund.org) by the specified date and time mentioned in Annex 6. The subject line of the email **MUST** have the reference number and title of the RFP i.e. **RFP 2021/046 – Supply, Build and Installation of the Green Climate Fund Financial Management Suite (GFMS)**. The GCF will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published in Annex 6. Written copies of the GCF response which contain information that may be of common interest to all bidders (including an explanation of the query but without identifying the source of inquiry) will be posted on the GCF website and/or communicated via email.

#### 5. Amendments to RFP Documents

- 5.1 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 also be posted on the GCF website and/or communicated via email.
- 5.2 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.

#### 6. Language of Proposals

- 6.1 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.

#### 7. Submission of Proposals

- 7.1 **Format and form of submission of bids:** Bidders are requested to send a Bid preferably<sup>1</sup> 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](mailto:procurement@gcfund.org) and copied to [ktateshvili@gcfund.org](mailto:ktateshvili@gcfund.org).

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<sup>1</sup> 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)



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](mailto: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 as this may result in disqualification.
12. Click ‘Submit Entire Response’ to submit bid.

*(For detailed instructions on how to access and submit a bid, see the supplier manual. It is recommended that bidders register on the portal as early as possible.)*

ii) **Submission via email**

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

The Technical file should contain the technical proposal and be named as follows:

**RFP 2021 046 – TECHNICAL PROPOSAL - (name of proposer)**

Please **DO NOT** include any financial information in the technical proposal as this may result in disqualification.

The financial file should contain the financial proposal and be named as follows:

**RFP 2021 046 – FINANCIAL PROPOSAL - (name of proposer)**

The subject line of the email should be as follows:

**RFP 2021/046 – Consultancy services for Supply, Build and Installation of the Green Climate Fund Financial Management Suite (name of proposer)**

- 7.2 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. Bidders should **NOT** send the password to the financial proposal until they are requested to do so by the procurement officer. Financial Proposals that are submitted without password protection may be rejected for non-compliance.
- 7.3 All prospective proposers are kindly requested to return the completed Acknowledgement Letter of RFP receipt (Appendix 5) by the date indicated in Appendix 6, duly signed by an authorized representative, via email, advising whether they intend to submit a proposal by the designated



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closing date/time. Please also notify the Procurement Specialist immediately if any part of this RFP is missing and/or illegible.

## **8. Late proposals**

- 8.1 Any proposals received by the GCF after the deadline for submission of proposals prescribed in Annex 6 of this document shall normally be rejected.

## **9. Opening of Technical Proposals**

- 9.1 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.

## **10. Opening of Financial Proposals**

- 10.1 GCF shall notify in writing those Proposers that have achieved the minimum qualifying technical score and request for the password for the Financial Proposals.

## **11. Corrupt, Fraudulent, Coercive, Collusive and other Prohibited Practices.**

- 11.1 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.

## **12. Conflict of Interest**

- 12.1 In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest involved in rendering Services for the GCF, and (ii) set out their policy on dealing with conflicts of interest should these arise.

## **13. Confidentiality**

- 13.1 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

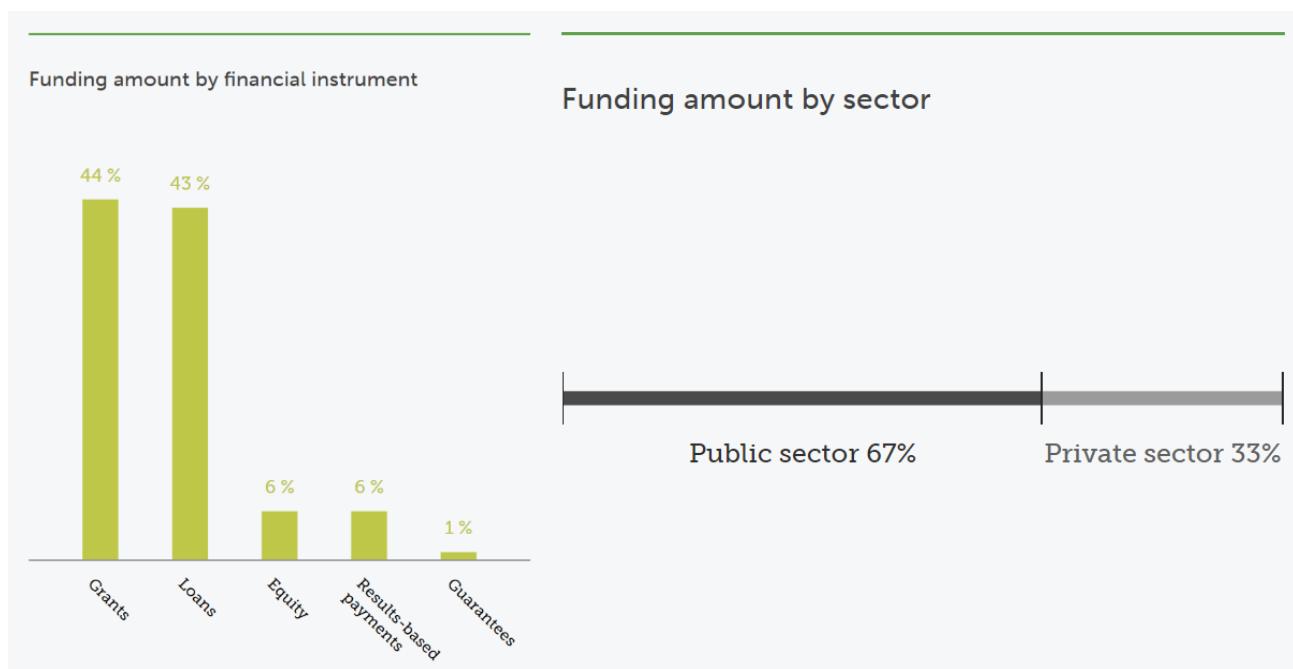
### Supply, Build and Installation of the Green Climate Fund Financial Management Suite

#### A. Background.

**Organisational background.** The GCF (the “Fund”) is a multilateral fund created to make a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. The GCF was established as a dedicated multilateral fund for climate change and for developing countries, serving as an operating entity of the Financial Mechanism of the UNFCCC. The GCF is governed by a Board, composed of an equal number of members from developed and developing countries. The Fund is operated by an independent Secretariat headed by an Executive Director. The Fund pursues a country-driven approach in its operations.

Through funding projects, programmes, readiness and project preparation activities, the Fund invests in developing countries’ ambitions for transformation and helps build lasting capacity to integrate climate impact into planning and investment decision-making. Working through a wide network of partners, with the risk appetite to support innovative and catalytic investments and range of instruments that allow it to span both public and private sectors, the GCF is positioned to take action at the frontier of climate finance and catalyse wider shifts in global finance flows and the investment portfolios of its partners.

The nature of GCF operations mirrors that of a financial institution but on a ‘not-for-profit’ basis (‘profit making’ from operations but not ‘profit taking’ in the form of dividends to any shareholders). GCF’s current portfolio of projects by current financial instruments and sector clients is as below:





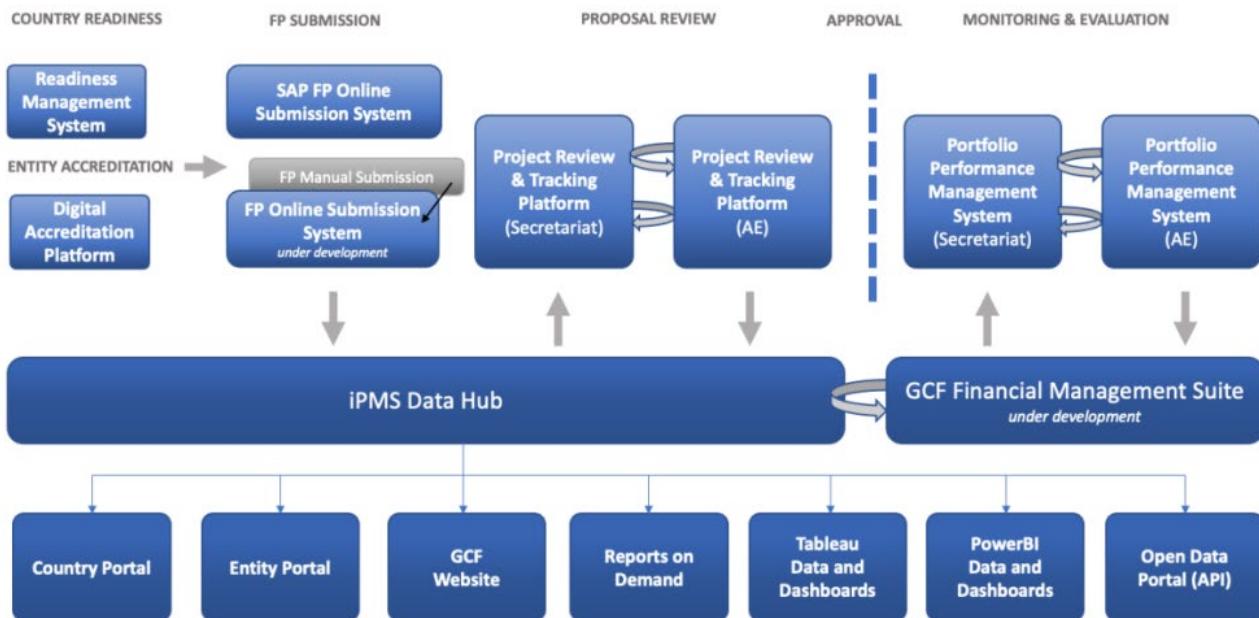
**Key organisational reference documents.** Extensive information is available on GCF's website which Tenders should use to obtain further understanding of GCF's operations to inform preparation of proposals. Key references and documents include:

1. Overview of GCF's organizational structure: <https://www.greenclimate.fund/about/secretariat#structure>
2. GCF's organogram: <https://www.greenclimate.fund/sites/default/files/page/gcf-organogram.pdf>
3. GCF's funding (resource mobilization): <https://www.greenclimate.fund/about/resource-mobilisation>
4. GCF's current Strategic Plan: <https://www.greenclimate.fund/document/updated-strategic-plan-green-climate-fund-2020-2023>
5. GCF's Digital Agenda: <https://www.greenclimate.fund/document/gcfs-digital-agenda-briefing>
6. Overview of GCF's projects: <https://www.greenclimate.fund/sectors>
7. Overview of GCF's financial products: <https://www.greenclimate.fund/funding/products>
8. GCF's current project portfolio dashboard: <https://www.greenclimate.fund/projects/dashboard>
9. GCF's Trustee Services (receive financial contributions, hold and invest them and transfer upon instructions): <https://fiftrustee.worldbank.org/en/about/unit/dfi/fiftrustee/fund-detail/gcftf>
10. GCF's Secretariat Budget for 2021: <https://www.greenclimate.fund/document/work-programme-secretariat-2021-and-administrative-budget>

**GFMS background.** As the GCF has matured from its initial operation with 30 consultants five years ago to a total of 250 staffs plus consultants managing a total value of 17.6 billion USD, the need for intensifying the use of ICT systems for increasing effectiveness and efficiency has followed the same growth pattern. The GCF has since its earliest days focused on automating its climate project, programme and portfolio management, developing a single source of truth for portfolio information with its iPMS (integrated Project Management System – a homegrown custom-built solution), and the interconnection of other cloud systems and tools to provide a seamless usability experience for the Fund's core business areas.

The GCF is currently prioritizing the reinforcement of its capacity for managing the implementation of approved projects. This has led to a demand of a comprehensive and integrated GFMS (Green Climate Fund Financial Management Suite) to address the fuller variety of speciality needs across the organisation, some of which are currently covered by individual interim solutions, which were fit for purpose in earlier years, and also new requirements that have emerged as the organization has been growing and maturing. The overall provision of GFMS is now in the Procurement stage which is the first major activity in the Implementation Phase. A prior Planning phase (Phase 1) has been completed and all documents will be made available to the successful Tenderer.

**GCF's Digital Agenda.** The overview of GCF's solutions is shown in the diagram below including GFMS (GCF's Digital Agenda refers). GCF's current finance related systems are summarised at Appendix 1.



## B. Objective.

The GCF is currently seeking a consultancy firm ("Firm") that would work with GCF's divisions/offices/units to perform the following as an 'advisory led' assignment:

- a) In context of GFMS scope, validate GCF's requirements against the proposed solution in order to determine the 'fit-gap' including the Tenderers 'best practice' business processes as GCF's 'to-be' business process architecture
- b) Complete the detailed solution and business process design to achieve GCF's requirements by leveraging the functionality of the Tenderer's proposed solution
- c) Complete the GFMS build and testing including supporting user acceptance testing
- d) Prepare the final build for deployment including data migration, user training and other required functionl and technical readiness tasks
- e) Deploy the built solution into GCF's wider solution architecture, commence operational use and ensure stabilisation before official acceptance
- f) Prepare GCF for transition from project mode to 'business as usual' operations

The 'advisory led' nature of the assignment requires the Tenderer to proactively provide advice, guidance and practical support to GCF stakeholders including 'best / leading practice' design, data migration, change management to maximise user adoption and effective project management. It should be noted that the GFMS project will be one of the largest and most complex undertaken by GCF hence the importance of this aspect.

A blend of strong solution knowledge and practical implementation experience regarding the industry's leading Financial Management Suites, coupled with strong technical, analytical,



communication and problem solving skills of involved specialists are essential for the success of this high priority assignment.

### C. Scope of the assignment

**Scope overview.** The scope of the advisory services shall include but not limited to:

- The solution must be offered through a SaaS (Software as a Service) model, meeting essential cloud characteristics as defined by National Institute of Standards and Technology special publication 800-145 (<https://nvlpubs.nist.gov/nistpubs/Legacy/SP/nistspecialpublication800-145.pdf>)
- Enterprise solution with annual subscription licenses, covering twelve (12) months initially with the option to renew for a further twenty-four (24) months at the same price
  - o 15-20 super users,
  - o 25-30 users with access to enter the data in the systems,
  - o and 150-200 users who should have a different level of access, depending on their needs.
- The expected number of output reports is 50-100, with an anticipated transaction volume of 20,000 to 30,000 per annum. GCF's financial year is January 1 – December 31.
- Design, build, test, deploy and stabilize GFMS preferably in phases
- Implementation of integration with at least two existing systems as elaborated in the Systems Requirements section below
- Post-Go Live support of 3 months following the full deployment of the integrated GFMS as part of project closure and transition to 'business as usual'
- Necessary training of designated GCF staff depending on the Tenderer's proposed solution
- Option of standing arrangement for the GCF post-implementation, during a specified longer period of time, at its own discretion, ordering change, integration or functionality augmentation service work, both

**Implementing guidance.** The following guidance is shared with Tenderers to inform their preparation of their proposed methodology, approach and implementation plan.

**Advisory led.** This has been highlighted in the Objectives above and is of such importance that it warrants additional emphasis. GCF is seeking an implementing partner who will proactively advise and guide throughout and especially during the design phase on how to maximise the benefits of their proposed solution to adopt leading business processes.

**Solution architecture.** GCF is seeking to minimise complexity and therefore the Tenderer should seek to minimise to the extent possible the number of products (especially 3<sup>rd</sup> party) required to meet the GFMS requirements. This is to reduce post-implementation sustainability overhead and risk.

**Phased approach.** GCF prefers a phased approach reflecting the organisation's capacity due to lean team staffing and risk appetite. An illustrative phased approach is at Appendix 2 for reference. The Tenderer has the flexibility to propose their version of a phased approach which best meets the key factors of their proposed solution.



**Implementation method.** It is expected that the Tenderer will have their own implementation method which integrates project management and quality assurance to maximise the likelihood of a successful project. The Tenderer has the flexibility to propose this including additional key considerations necessary for the technical aspects of their solution. Where possible, this should be based on a phased approach as outlined above.

**Maximise automation and analytics.** GCF is keen to not just integrate the business processes in-scope but to also maximise the potential automation of those processes combined with leading analytics and insights. This is a central thrust of GCF's Digital Agenda and future strategic direction therefore the opportunities must be seized within the GFMS project.

#### **Functional scope.**

The functional solution scope of GFMS currently includes the functions outlined below with the high-level 'to-be' process architecture at Appendix 3. This process architecture is expected to change during the solution and process design to align with the 'standard processes' and 'best practices' in the Tenderer's proposed solution.

This can be broadly described as comprising 1) a finance enterprise resource planning (ERP) solution, 2) source to pay (S2P) including contract management 'best of breed' solution to be integrated and 3) treasury management solution including loan/investment accounting.

- **General ledger** including posting of transactions, correcting transactions, period end and maintenance of the chart of accounts. GCF's current Chart of Accounts is at Appendix 4.
- **Budgetary planning and control** including budget preparation, review and approval, budget implementation, budget reallocations and budget monitoring and reporting, An overview of GCF's budget calendar is at Annex 5 with further details available in the Key Reference Documents.
- **Source to pay** including procurement planning (part of annual budget planning) purchase requests, purchase orders (POs) including budget commitments, receiving of goods and services, invoice matching and payment and contract management
- **Accounts receivable** including receipt of pledges from contributors<sup>2</sup> (including promissory notes), payment of loan, credit/debit notes and employee advances
- **Accounts payable** including setup of vendors, recording of POs and contracts, advance payments, payments including invoices, corporate credit cards and employee payroll, benefits and expenses, credit/debit notes and refunds
- **Cash management** including cashflow forecasting and reconciliation of bank accounts
- **Treasury and investment management** including foreign exchange hedging and risk management, management of disbursement schedules and processing of disbursements, management of loan repayment schedules, management of equity closures and valuation of investments (Equity, Guarantee, Loans)
- **Fixed assets** including acquisition of assets, transfer of assets, depreciation/amortization and disposal of assets

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<sup>2</sup> Further information at <https://www.greenclimate.fund/about/resource-mobilisation>.



In addition to the main GFMS project, separate projects will be undertaken by GCF to replace the current ‘in-house’ payroll management system and to implement a solution for the organisation’s individual contractors (contingent workforce). GFMS will be required to coordinate with these projects and integrate the solution.

With regards to reporting and business intelligence and analytics. The Tenderer is expected to propose the essential standard reports to be generated within their solution. GCF has in use Tableau and therefore the Tenderer should consider in their proposal to use Tableau or to propose other dashboard and analytics solutions including those ‘native’ within their solution and also other 3<sup>rd</sup> party options.

### **System Requirements**

The proposed tool shall include, but not limited to the following system requirements:

- Ability to integrate via APIs with our existing and upcoming systems, including our climate project portfolio tracking system (custom developed, Microsoft Azure located, server-less, microservices based), HR (SAP SuccessFactors and SAP Concur), Tableau and new corporate performance management system also of SaaS nature likely to be implemented in 2022.
- Microsoft Office Suite compatibility:
  - o Excel: import and export functions for raw data collection and extraction
  - o Word/PDF/PPT: export function for dashboards, graphs, other data visualizations
- SSO/SMAL capability to easily integrate with GCF’s single sign-on solution (Okta) for secure access
- Proposed solution is designed and developed to ensure the security of their solution, including implementing information security policies, procedures, and security controls.
- Proposed solution is designed and developed to ensure the protection of personal information with the ability to audit data input, use, and retention.
- Proposed solution that is easy-to-use with intuitive user interface
- Proposed solution includes advanced technologies such as automation, machine learning, predictive analytics and artificial intelligence or has a credible product roadmap to introduce

### **Dependencies and assumptions.**

Tenders are invited to identify key dependencies and assumptions which their proposal is based on including, if required, GCF staffing and measures to resolve potential challenges and risks.

GCF projects will implement 1) new payroll solution, 2) new contingent workforce solution and 3) Corporate Performance Management System (CPMS). Full details will be made available to the successful tenderer.



**Key tasks and deliverables/outputs.**

The tenderer is expected to use their methodology including project management and quality assurance tasks. GCF expects that leading implementation methodologies will include all required analysis and functional and technical design documents, overall architecture including solution, security and data and the full range of testing to ensure high solution performance and robustness. The tenderer is invited to identify the outputs from their methodology which they will complete for each of the tasks below. The tenderer may adjust these tasks to align with their proposed methodology and implementation plan.

Task	Nature of Task	Description	Deliverable/Output
1.	Phase 1: Kick-off	<p>Project kick-off including development of project charter and implementation plan.</p> <p>Should also include joint 'product bootcamp' with both tenderer and GCF teams to establish common understanding of proposed solution</p>	Deliverable 1: GFMS Inception Report
2.	Phase 2: review and design	Solution and process design based on 'standard business processes' of proposed solution including 'fit-gap' assessment and updated 'to-be' process architecture including integrated business process workflows.	Deliverable 2: GFMS Solution Design
3.	Phase 3: Release 1	Build, test, deploy and stabilisation of first release of GFMS functionality including data migration and all necessary readiness tasks. This may include priority integrations.	Deliverable 3: GFMS Release 1 acceptance report
4.	Phase 4: Release 2	Build, test, deploy and stabilisation of second release of GFMS functionality including data migration and all necessary readiness tasks. This may include priority integrations.	Deliverable 4: GFMS Release 2 acceptance report



5.	Phase 5: Release 3	Build, test, deploy and stabilisation of third release of GFMS functionality including data migration and all necessary readiness tasks. This may include priority integrations.	Deliverable 5: GFMS Release 3 acceptance report
6.	Phase 6: Solution Integration	Build, test, deploy and stabilisation of overall integration of GFMS functionality into GCF wider solution architecture.	Deliverable 6: Overall GFMS integration acceptance
7.	Phase 7: Transition and Closure		Deliverable 7: GFMS Project Closure Report

**D. Deliverables (with timelines for the various milestones)**

The Firm shall work under the overall direction and day to day guidance of the GFMS Project Manager and the GFMS Project Board shall govern the strategic and policy matters.

No	Title	Payment
8.	Deliverable 1: GFMS Inception Report	10%
9.	Deliverable 2: GFMS Solution Design	15%
10.	Deliverable 3: GFMS Release 1 acceptance	15%
11.	Deliverable 4: GFMS Release 2 acceptance	15%
12.	Deliverable 5: GFMS Release 3 acceptance	15%
13.	Deliverable 6: Overall GFMS integration acceptance	20%
14.	Deliverable 7: GFMS Project Closure Report	10%

**E. Qualifications of:**

**i) The firm**

Experience in the delivery of the similar type of services (accompanying at least three financial management system/suite introduction) to governmental/semi-governmental/international organizations/financial institutions during the last five years;

2. Legal documents such as firm registration certificate.

**The prospective Service Provider is expected to meet the following minimum requirements:**

- At least five years of practical experience in finance management and systems development – preferably have many engagements with the not-for-profit, financial sector and international organisations;
- Knowledge of related industries and access to stakeholders and relevant information sources;
- Experience working with the UN, other international organisations or financial institutions is beneficial;
- Ability to deploy strong analytical aptitude, communication and presentation expertise;
- Capability to deploy excellent communication expertise in the English language and to cover working hours in Korea Standard Time;
- It shall demonstrate its skills and capabilities of understanding of the TOR.

**ii) The consultant(s)**

The Tenderer is required to provide the following team members in key roles plus additional team members as necessary to support the effective implementation of their methodology.

<b>Position</b>	<b>Minimum Qualifications and professional experience</b>
Project Manager / Team Leader	<p>At least 15 years of project and ICT experience</p> <p>Must have managed three or more financial systems implementation projects in the last 3 years in governmental/semi-governmental/international organizations/financial institutions</p> <p>At least one GFMS implementation of a similar size, scope and complexity in the last 3 years in governmental/semi-governmental/international organizations/financial institutions governmental/semi-governmental/international organizations/financial institutions</p> <p>Must have experience of complex projects, management of multiple stakeholders (internal and external), integration experience in dealing with multiple stakeholder arrangements</p> <p>PMP/PRINCE2/PMBOK certified</p>
Solution Architect/ Integration Lead	<p>10+ years of project and ICT experience in the application components proposed by the Tenderer</p> <p>Must have participated three or more financial systems implementation projects implementation of a similar size, scope and complexity in the last</p>



	<p>3 years governmental/semi-governmental/international organizations/financial institutions</p> <p>At least one GFMS implementation of a similar size, scope and complexity in the last 2 years in governmental/semi-governmental/international organizations/financial institutions</p> <p>Certified in the application components proposed by the Tenderer</p>
Functional Lead	<p>10+ years of operational experience in central Government or decentralised public-sector organisations</p> <p>Must have participated in at least three GFMS implementation of a similar size, scope and complexity in the last 3 years in governmental/semi-governmental/international organizations/financial institutions</p> <p>At least one GFMS implementation of a similar size, scope and complexity in the last 2 years in governmental/semi-governmental/international organizations/financial institutions</p> <p>Functionally certified in the solution proposed by the Tenderer</p>
Technical Lead	<p>10+ years of operational experience in central Government or decentralised public-sector organisations</p> <p>Must have participated in at least three GFMS implementation of a similar size, scope and complexity.</p> <p>At least one GFMS implementation of a similar size, scope and complexity</p> <p>Technically certified in the solution proposed by the Tenderer</p>

**F. Confidentiality.**

All details of this assignment, discussions, materials, interviews, etc. must be kept entirely confidential, unless otherwise specified.

**G. Duration of consultancy.**

GCF requests the GFMS solution above-mentioned is completed as soon as possible. For illustration purposes, a phased implementation plan is shown over a thirty (30) month period in Appendix 2 of this ToR. Tenderers are invited to propose shorter implementation periods within a phased approach.

**H. Project Governance and Reporting arrangements.**



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The Firm shall work under the overall direction and day to day guidance of the GFMS Project Manager and the GFMS Project Board shall govern the strategic and policy matters. The firm will also interact with management and staff throughout GCF.

The Firm is expected to have a robust implementation method including quality assurance and project management. While PRINCE2 project management methodology is preferred, other methodologies are acceptable and the Firm should propose what they judge to be most suitable for the successful implementation of GFMS.

**NOTE: Detailed System Requirements is part of this ToR and is attached as a separate file.**



## APPENDIX 1: GCF'S CURRENT FINANCE SYSTEMS

The relevant finance systems are summarized below for information.

**FACT ERP.** FACT ERP<sup>3</sup> is the main accounting system which met GCF's initial needs during the first few years of the organization's setup and first operations but is judged no longer 'fit for purpose'. It has some minor integration with SAP Concur (for employee expense management transactions) but otherwise is not integrated with other organizational systems or data sources. Initial stakeholder feedback is that it should be replaced as it cannot 'scale' to meet GCF's future needs.

**iPMS.** This is the main project management system with extensive tasks and information included. The information of most relevance to Finance includes 1) project details including key dates such as Board approval (commitment date) and close/effectivity (signing of the Funded Activity Agreement (FAA)), 2) disbursement schedules and 3) contributions. This is out of scope for this assignment other than the potential integration points. iPMS system is based on PHP for client application, Azure SQL for its DB, LogicApp for various integration, Azure WebApp, FunctionApp, TrafficManager and many other Azure cloud services for its infrastructure provisioning.

**Excel.** There are numerous sources of data held outside of current systems including some disbursement schedules, loan reflow schedules and private sector investments. Separate Excel sources of data should be included in the future GFMS scope.

**SAP Ariba.** This is currently 'sourcing' only and therefore additional P2P functionality is required. Current functionality includes vendor registration to access the portal for upload of proposals and initial purchase requests including approval. It does not include generation of purchase orders or receiving of goods and services. Initial stakeholder feedback is that additional functionality is required to meet GCF's procurement needs.

**SAP Concur.** This is used for employee benefits and expense management and is considered to meet current user and organizational needs. It is integrated with FACT ERP and should be integrated with GFMS

**Kyriba Treasury Management System (TMS).** Kyriba was implemented to meet GCF's initial treasury management needs though is not currently in use. Treasury functionality is required within GFMS.

**Custom built Payroll.** GCF's current payroll system is considered to be no longer 'fit for purpose' especially as there are plans to increase the number of staff over the coming years. The current system is not integrated with the HR system or with FACT ERP resulting in at least three (3) different sources of GCF employee details – four, if Active Directory (or equivalent) is included on the ICT side. This will be replaced as a separate project.

**Trustee system.** It is understood that GCF's Trustee uses SAP solutions though to be confirmed. An ideal future requirement is to connect the data from the Trustee system with GFMS in order to streamline the reporting and reduce the time it takes to obtain the needed information to generate the reports GCF management require for effective, timely decision-making.

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<sup>3</sup> <https://www.factsoftware.com/>



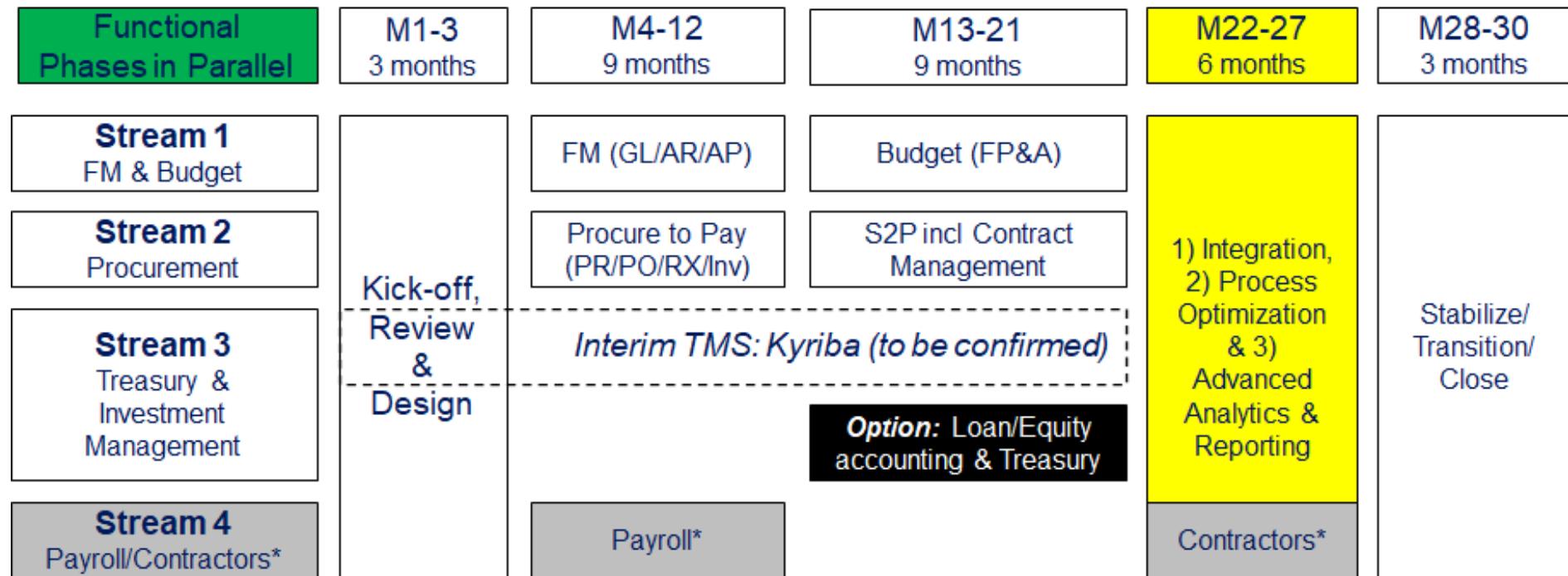
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**Tableau.** Tableau is GCF's selected business intelligence solution with dashboard and analytics functionality. This could be integrated with GFMS to enhance standard reports in the GFMS solution and to strengthen the organization's finance reporting capability.



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APPENDIX 2: GFMS ILLUSTRATIVE IMPLEMENTATION APPROACH





### APPENDIX 3: GFMS HIGH-LEVEL PROCESS ARCHIECTURE

Perform budget planning & control	Manage budget & planning policies, processes & data	Perform planning/ budgeting/ forecasting	Budget monitoring & reporting				
Perform procurement contract & supplier management	Manage procurement policies, processes & data	Develop procurement plan/ forecast	Develop sourcing & category management strategies	Order goods & services (& individual contractors)	Select suppliers & award contracts	Contract manage delivery of goods & services	Manage suppliers & their performance
Perform management accounting	Manage management accounting policies, processes & data	Perform cost accounting & control	Perform cost management	Evaluate & manage financial performance			
Perform general accounting & reporting	Manage general accounting policies, processes & data	Perform general accounting	Perform fixed asset accounting	Perform financial reporting			
Perform revenue accounting	Manage revenue accounting policies, processes & data	Invoice entities	Process accounts receivable	Manage & process delinquent accounts			
Process accounts payable & expense reimbursements	Manage payables policies, processes & data	Process accounts payable	Process expense reimbursements	Manage corporate credit cards			
Manage treasury operations	Manage treasury policies, processes & data	AC Manage bank & payments	TR Manage cash & liquidity	TR Monitor & execute risk & hedging transactions	TR Manage balance sheet exposure		
Manage debt & investments	Process project proposals – credit & investment	AC Manage disbursement schedules	AC Process disbursements	AC Manage loan repayment schedules	AC Manage direct equity closures	AC Manage guarantees	AC Perform valuation of investments (Equity, Guarantee, Loans)
Process payroll & employee benefits	Manage & administer payroll (HR lead)	Process payroll payments (Finance lead)	Manage & administer benefits (HR lead)	Process benefit payments (Finance lead)	Source contingent workforce (who to lead?)	Manage & administer contingent workforce	Process contingent workforce payments (Finance lead)
Manage internal controls	Establish internal controls, policies, processes & data	Operate controls & monitor compliance	Report on internal controls compliance				



#### APPENDIX 4: GCF'S CURRENT CHART OF ACCOUNTS

GCF's General Ledger (GL) is the central repository for all accounting data transferred from all subledgers. It consists of all individual accounts of the organization and records the detail of all financial transactions into the accounts using the Chart of Accounts (CoA) structure relating to the GCF's assets, liabilities, equity, revenue, and expenses. GCF's current CoA is outlined in the table below. Tender's may propose enhancements in their proposal and subsequently during the detailed solution and process design.

COA Code	Financial Statements Element	General Group	Ledger	Description
<b>11110-19999</b>	Statement of Financial Position	Cash and Equivalents	Cash	The accounts record bank deposits, cash or other assets that GCF can easily convert to cash (typically in <90 days) without facing the risk of material fluctuations in value
<b>20110-23999</b>	Statement of Financial Position	Receivables		The accounts record revenue receivables from either contributor, entities seeking accreditation. The accounts also record other receivables such as amounts advanced to employees or deposits made with respect to contractual requirements that are refundable to GCF upon satisfaction of certain conditions.
<b>24110-25999</b>	Statement of Financial Position	Prepayments		The accounts record amounts that GCF has paid in advance for goods or services to be received in future periods such as software subscriptions extending beyond the current financial year.
<b>26010 – 28999</b>	Statement of Financial Position	Intangible Assets		The accounts record intangible assets such as software implementation costs, brands, and copyrights.
<b>29010-30099</b>	Statement of Financial Position	Intangible Assets amortization		The accounts record the accumulated amortization of intangible assets.
<b>30110-30199</b>	Statement of Financial Position	Property, Plant, and Equipment		The accounts record tangible assets such as Leasehold improvements, vehicles, computers, buildings, and office equipment.
<b>31110-31199</b>	Statement of Financial Position	Property, Plant, and Equipment		The accounts record the accumulated depreciation on Property, Plant, and Equipment.
<b>32110-32199</b>	Statement of Financial Position	Loans Receivable		The accounts record loans and expected credit losses on loans given out to various entities for the implementation of GCF supported projects.
<b>33110-33199</b>	Statement of Financial Position	Investments in Equity		The accounts record the investments in equity for GCF supported projects



COA Code	Financial Statements Element	General Ledger Group	Description
<b>34110-49999</b>	Statement of Financial Position	Current Liabilities	The accounts record liabilities due within 12 months following the year-end such as accounts payables, accruals, loan repayments to contributors.
<b>51110-59999</b>	Statement of Financial Position	Long-Term Liabilities	The accounts record liabilities that are due in more than 12-months from the year-end such as loan repayments to contributors.
<b>60000-69999</b>	Statement of Financial Position	Funds	The accounts record the funds available with a separation into unrestricted and restricted funds
<b>70000-79999</b>	Income Statement - Income	Income	The accounts record the GCF's income such as income from contributors, income reflows from accredited entities, and miscellaneous income.
<b>80000-82099</b>	Income Statement - Expense	Staff Salaries and Benefits	The accounts record salaries and other benefits for Full-Time staff
<b>82100-82199</b>	Income Statement - Expense	Consultants and interns Fees and Benefits	The accounts record the fees and benefits for consultants and interns
<b>82200-82999</b>	Income Statement - Expense	Contractual Services	The accounts record costs for goods and services from external vendors such as legal fees, professional fees, ICT costs, Brand Promotion.
<b>83100-83199</b>	Income Statement - Expense	Board Meetings and Board Panel Costs	The accounts record the costs for Board Members (BM) to participate in Board Meetings such as Venue costs, Logistics, travel. They also record Board Panels Costs such as travel costs, Compensation of Accreditation, and Technical Advisory Panel Members.
<b>83200-83299</b>	Income Statement – Expense	Travel	The accounts record the travel costs for staff, consultants, interns' while on official duties.
<b>83300-83999</b>	Income Statement – Expense	Finance Costs, Bank Fees and Loss Provisions	The accounts record the interest charged on loans, bank charges, and loan loss provisions.
<b>84000-85999</b>	Income Statement – Expense	Programme Expenditure	The accounts record programme expenditure such as grants for GCF supported projects, accredited entity fees, and costs for the Readiness and Preparatory Support Programmes.
<b>86000-88999</b>	Income Statement – Expense	Depreciation and amortization	The accounts record the depreciation of tangible assets and amortization of intangible assets
<b>89000-89999</b>	Income Statement – Expense	Clearing accounts	The accounts are clearing accounts for postings such as payroll, accounts payable and accounts receivable



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COA Code	Financial Statements Element	General Group	Ledger	Description
99999	Statement of Financial Position	Suspense Account		The account is used to record any transactions that may require further analysis prior to being allocated accordingly

## **APPENDIX 5: OVERVIEW OF GCF'S BUDGET APPROACH**

The budget overview provided below relates primarily to GCF's annual administrative budget. It is intended to utilize the new functionality for advanced planning, budgeting and analysis of GCF's resource mobilization funding and grants and investment programmes.

The annual budget is the mechanism whereby GCF management allocates appropriate administrative budget resources to the various activities undertaken by the organization. As such, it reflects GCF's strategic goals and priorities, and represents embodiment of its objectives.

The annual administrative budget of the GCF comprises the budgets for the following:

- i) The Board
- ii) the Secretariat and all Offices and Divisions
- iii) the Trustee and
- iv) the three Independent Units (IUs)

The administrative budget is prepared as an output based budget in line with the Annual Workplans of each administrative and functional unit. The following are the core budget processes which involve all divisions and units:

- Budget preparation including by cost centre, division and cost category and consolidated using these parameters.
- Budget review and approval to arrive at the final approved budget including flow into the development of the supporting procurement plan and staff plan
- Budget clearance and implementation including associated controls.
- Budget reallocations (virements)
- Supplemental budget request including associated reviews and approvals
- Budget monitoring and reporting by cost centre, division and cost category including staff and procurement commitments including variances
- Budget forecasting capabilities to generate analytics and insights.

Budget preparation, review and approval involves all areas of the GCF and takes approximately 15 weeks in total as shown in the diagram overleaf.

## **Indicative Budget Preparation, Review and Approval Tasks and Timelines**



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## Annex 2

### Requirements for Firms' Proposals Technical Proposal

The technical proposal will be submitted in a separate file and will 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]

To whom it may concern:

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.

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.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 2.7 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: \_\_\_\_\_



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**Form TECH-2: Firm's Organization and Experience**

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**A - Organization**

[Provide here a brief (two pages) description of the background and organization of your firm/entity and each associate for this assignment.]



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### B - Experience

[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. Use not more than 20 pages.]

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total Nº of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	Nº of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Firm's Name: \_\_\_\_\_



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**Form TECH-3: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client**

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**On the Terms of Reference**

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.]



**Form TECH-4: Description of Approach, Methodology and Work Plan for Performing the Assignment**

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[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (Not more than 40 pages, inclusive of charts and diagrams) divided into the following three chapters:

- a) Technical Approach and Methodology,
- b) Work Plan, and
- c) Organization and Staffing,

a) **Technical Approach and Methodology.** In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) **Work Plan.** In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the Terms of Reference and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.

c) **Organization and Staffing.** In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.]



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**Form TECH-5: Team Composition and Task Assignments**

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Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

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**Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff**

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*Provide contact information for at least three (3) references. For each reference, list a contact individual, his/her title, address, phone number and e-mail address.*

*GCF reserves the right to contact other sources as well as to check references and past performance.*

**1. Proposed Position** [only one candidate shall be nominated for each position]: \_\_\_\_\_

**2. Name of Firm** [Insert name of firm proposing the staff]: \_\_\_\_\_

---

**3. Name of Staff** [Insert full name]: \_\_\_\_\_

**4. Date of Birth:** \_\_\_\_\_ **Nationality:** \_\_\_\_\_

**5. Education** [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]: \_\_\_\_\_

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**6. Membership of Professional Associations:** \_\_\_\_\_

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**7. Other Training** [Indicate significant training since degrees under 5 - Education were obtained]: \_\_\_\_\_

---

**8. Countries of Work Experience:** [List countries where staff has worked in the last ten years]: \_\_\_\_\_

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**9. Languages** [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]: \_\_\_\_\_

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**10. Employment Record** [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:

From [Year]: \_\_\_\_\_ To [Year]: \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_



<b>11. Detailed Tasks Assigned</b>  [List all tasks to be performed under this assignment]	<b>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</b>  [Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]  Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____
References	<ol style="list-style-type: none"><li>1. [name], [title], [email], [phone]</li><li>2. [name], [title], [email], [phone]</li><li>3. [name], [title], [email], [phone]</li></ol>

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff] Date: \_\_\_\_\_ Day/Month/Year \_\_\_\_\_

Full name of authorized representative: \_\_\_\_\_



**Form TECH-7: Staffing Schedule<sup>1</sup>**

---

	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>									Total staff-week input
		1	2	3	4	5	6	7	...	30	Total
1											
2											
3											
n											
<b>Grand Total</b>											

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Weeks are counted from the start of the assignment. For each staff indicate separately staff input.



## Form TECH-8 Work Schedule

---

Nº	Activity <sup>1</sup>	Weeks <sup>2</sup>								
		1	2	3	4	5	6	7		
1										
2										
3										
4										
n										

1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

2 Duration of activities shall be indicated in the form of a bar chart.

## **Financial Proposal**

The Proposer is required to prepare and submit the Financial Proposal in a separate file from the Technical Proposal.

The Financial Proposal must provide a detailed cost breakdown and a payment schedule preferably linked to the schedule of deliverables presented in Annex 1. Provide separate figures for each functional grouping or category including fees and cost-reimbursable expenses. The Financial Section shall provide details of unit /daily fee rate per proposed team member and total consultancy fees based on the time proposed for performance of the services. Any estimates for cost-reimbursable expenses, should be listed separately and capped. The Financial Proposal should be inclusive of the taxes where applicable<sup>4</sup>, and the applicable taxes should be clearly specified.

The Financial Proposal must also have the total consultancy fee summarized in addition to the break down covering the lump sum amount for purposes of determining the financial score and contract price. Financial Proposal Standard Forms (FIN Forms) shall be used for the presentation of the Financial Proposal.

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<sup>4</sup> (a) Under Article 10 of the Headquarters Agreement, the property of the Green Climate Fund (“Fund”), including the property of any offices, subsidiary bodies or facilities established by the Fund, the Fund’s operations and transactions, and any property of the Fund in transit to or from the Headquarters, are:

- (i) Exempt from all direct taxes, except those which are, in fact, no more than charges for public utility services;
  - (ii) Exempt from all indirect taxes, including any value-added tax and/or other similar tax, and excise duties levied on important purchases of goods and services for official purposes; and
  - (iii) Exempt from customs duties, prohibitions and restrictions on imports and exports in respect of articles of any kind imported or exported by the Fund for its official use, except for prohibitions and restrictions on imports or exports relating to health and safety.
- (b) under bilateral agreements concluded between the GCF and certain countries, the GCF may be exempt from all taxation and from all customs duties, and from any obligation for the payment, withholding or collection of any tax or duty.



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**FIN Forms**

**Form FIN-1: Financial Proposal Submission Form**

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[Location, Date]

To: [Name and address of Client]

To whom it may concern:

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 Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures<sup>1</sup>].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

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: \_\_\_\_\_

---

<sup>1</sup> Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.



**Form FIN-2: Summary of Costs**

---

Item	Costs
	Indicate with Currency
Total Costs of Financial Proposal <sup>1</sup>	

**A. Total Cost of Financial Proposal**

Item	Costs
	Indicate with Currency
Total Costs of Financial Proposal <sup>1</sup>	

**B. Break down of Fees and expenses per Cost Component**

Description	Unit of measure (e.g. days, month, etc)	Total Period of Engagement	Unit cost / rate	Total Cost for the Period
<b>I. Remuneration Costs</b>				
Project Manager / Team Leader				
Solution Architect/Integration Lead				
Functional Lead				
Technical Lead				
Other Team Members				
<i>Sub-total</i>				
<b>II. Travel Costs</b>				
<i>Sub-total</i>				
<b>III. Other Related Costs</b> (Please specify)				
GFMS subscriptions				
<i>Sub-total</i>				
<b>TOTAL</b>				



**C. Breakdown of Fees and Expenses per Deliverables**

SN	Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price	Price (Lump Sum, All Inclusive)
1	Deliverable 1: GFMS Inception Report		
2	Deliverable 2: GFMS Solution Design		
3	Deliverable 3: GFMS Release 1 acceptance		
4	Deliverable 4: GFMS Release 2 acceptance		
5	Deliverable 5: GFMS Release 3 acceptance		
6	Deliverable 6: Overall GFMS integration acceptance		
7	Deliverable 7: GFMS Project Closure Report		
	Total	100%	USD .....

Indicate the total costs, net of local taxes, to be paid by the Client in each currency.



**Form FIN-3: Breakdown of Remuneration<sup>1</sup> (Lump-Sum)**

(Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

Name <sup>2</sup>	Position <sup>3</sup>	Staff-daily Rate

- 1 Form FIN-3 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.
- 2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
- 3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.

## Annex 3

### Evaluation Criteria

#### A. Evaluation and Comparison of Proposals

1. The proposals will be evaluated in a three-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 initial technical proposal will follow alongwith the opening of the initial financial proposal. Tenderers will be required to prepare and deliver a detailed demo based on GFMS requirements. This will be a comprehensive demo across the full scope and is expected to last several days.

Based on the demo, GCF reserves the right to update the RfP and requirements. Written feedback will be provided to Tenderers with, if required, the updated RfP and requirements. Tenderers will then submit their final technical and financial proposal.

Evaluation of the final technical proposal will follow and will be completed prior to any financial proposal being opened and evaluated. The financial proposal will be considered only if the submissions fulfil the minimum technical requirements.

#### B. Acceptance of Submissions

2. All proposers are expected to adhere to the requirements for submitting a proposal. Any proposals that fail to comply will 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 Model contract – Where the proposer notes issues, these must be raised as part of the technical proposal for consideration during evaluation
3. The Technical Proposal shall include:
  - A brief description, including ownership details, date and place of incorporation of the firm, objectives of the firm, partnerships, qualifications, certificates, etc.;
  - Details to demonstrate vast experience in working with relevant multilateral development funds and familiarity with their operations; and
  - Demonstration of the firm's deep understanding of the GCF, mandate/business model and Investment Framework.

#### C. Evaluation of Technical Proposal

4. A reviewing committee shall be established to evaluate each technical proposal. The technical 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.

**(i) Mandatory Criteria (Pass/Fail):** The below mandatory criteria shall be met:

<b>Mandatory Criteria</b>	
1	<p><b>Experience in the delivery of similar type of services:</b></p> <ul style="list-style-type: none"> <li>• Supplied, designed, built and implemented at least three (3) Financial Management Suite/Systems of at least similar scope to</li> </ul>



	governmental/semi-governmental/international organizations/financial institutions during the last five (5) years;
2	<b>Legal existence</b> <ul style="list-style-type: none"> <li>• provide Firm Registration Certificate</li> </ul>

Only technical proposals that meet above Mandatory Criteria will be considered further for technical evaluation.

**(ii) Evaluation Criteria (Scored Criteria):**

The technical proposal is evaluated individually based on 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.

<b>Summary of Technical Proposal Evaluation Forms</b>		<b>Score Weight</b>	<b>Points Obtainable</b>
1	Expertise of Firm / Organization	20%	200
2	Proposed GFMS Solution	30%	300
3	Proposed Methodology, Approach and Implementation Plan	30%	300
4	Management Structure and Key Personnel	20%	200
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

<b>Technical Proposal Evaluation (FORM I)</b>		
Expertise of the Firm/Organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing • firms can provide relevant documents (certificate, report etc...) as applicable	30
1.2	General Organizational Capability which is likely to affect the implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	40
1.3	Proportion of firm's own engagement in the implementation • firms shall state clearly (if that is the case) which part (s) of the tasks/Deliverables they intend to sub-contract	60
1.4	Implementation framework, quality assurance procedure, warranty	20
1.5	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region	50
<b>SUB TOTAL</b>		<b>200</b>

<b>Technical Proposal Evaluation (FORM II)</b>		
Proposed GFMS Solution		
2.1	General System Requirements	20
2.2	Chart of Account and General Ledger	30



2.3	Budget(Financial Planning and Analysis)	30
2.4	Procurement (source to pay)	40
2.5	Accounts Payable	30
2.6	Accounts Receivable	30
2.7	Cash and Bank Management	30
2.8	Fixed Assets	20
2.9	Technical Requirements	30
2.10	Option: Treasury Management	40
<b>SUB TOTAL</b>		300

**Technical Proposal Evaluation (FORM III)**

Proposed Methodology, Approach and Implementation Plan		
3.1	To what degree does the Proposer understand the task?	25
3.2	Have the important aspects of the task been addressed in sufficient detail?	25
3.3	Are the different components of the project adequately weighted relative to one another?	20
3.4	Is the proposal based on a thorough assessment and understanding of the project context and was this data input properly used in the preparation of the proposal?	40
3.5	Is the conceptual framework adopted appropriate for the task?	50
3.6	Is the scope of task well defined and does it correspond to the ToR?	80
3.7	Is the presentation clear and are the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	60
<b>SUB TOTAL</b>		300

**Technical Proposal Evaluation (FORM IV)**

Management Structure and Key Personnel		
4.1	<b>Project Manager / Team Leader</b>	50
	General Qualification Suitability for the Project	
	- International experience	10
	- Training experience	5
	- Professional experience in the area of specialization	15
	- Knowledge of finance & technical sectors	10
	- English language qualification	10
4.2	<b>Solution Architect/Integration Lead</b>	50
	General Qualification Suitability for the Project	
	- International experience	10
	- Training experience	5
	- Professional experience in the area of specialization	15
	- Knowledge of solution	10
	- English language qualification	10
4.2	<b>Functional Lead</b>	50
	- International experience	10
	- Training experience	5
	- Professional experience in the area of specialization	15
	- Knowledge of functional scope of the project	10
	- English language qualification	10
4.2	<b>Technical Lead</b>	50
	- International experience	10
	- Training experience	5
	- Professional experience in the area of specialization	15



- Knowledge of technical scope of the project	10
- English language qualification	10
<b>SUB TOTAL</b>	<b>200</b>

Technical proposals that score at least 80 points out of 100 will be considered as qualified for the review of financial proposal. Any proposal less than that will be disqualified from proceeding to the next step and its financial proposal shall be returned unopened following the award of the contract.

#### **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:

$S_f = 100 \times F_m / F$ , 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 = 0.85, and P = 0.15

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the 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		
Authorized Representative	(please provide applicable PoA)	
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:		
<b>Nationality of owners<sup>5</sup></b>		
Name	Nationality	

<sup>5</sup> To be completed by all owners of partnerships or individually owned firms.



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### **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
2
3

## **Environmental/Sustainability Policy**

Does your company have a written statement of its environmental policy/Environmental Management System such as ISO 14001 or equivalent?	
YES ( ) Please attach copy	NO ( )
Does your company have a written statement of its sustainability policy?	
YES ( ) Please attach copy	NO ( )
Does your company have a latest corporate social responsibility report?	
YES ( ) Please attach copy	NO ( )
Does your company have a signed statement from the President (or other executive officer) confirming the organization's commitment to sustainability?	
YES ( ) Please attach copy	NO ( )

## **Contract disputes**

**List any disputes your company has been involved in over the last three years**

## References

Provide contact information for at least three (3) references that can provide substantial input about:

(i) The type of work performed

(ii) Confirm the quality of the work experience listed in Form “B - Experience”.

For each reference, list a contact individual, his/her title, address, phone and e-mail address.

GCF reserves the right to contact other sources as well as to check references and past performance

1
2
3

## Partners

If this is a part bid, list relevant recent experience of working with partners.  
Are there already formal or informal preferred partnership agreements in place?

1

2

3



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### **Conflict of interest**

Are there any likely circumstances or contracts in place that may introduce a conflict of interest with the parties to this contract? If so, explain how this will be mitigated

1

2

### **Certification**

I, the undersigned, confirm that the information provided in this annex is correct. In the event of changes, details will be provided.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



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## Annex 5 Acknowledgment Letter

To whom it may concern,

We, the undersigned, acknowledge receipt of your Request for Proposal (RFP) No. RFP 2021/046 dated 15 November 2021, 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 13 December 2021 at 15:00 hrs Korean Standard Time, and that we:

INTEND       DO NOT INTEND

to send one (1) authorized representative<sup>6</sup> to observe the public opening procedure on 13 December 2021 at 14:00 hrs Korean Standard Time Hrs Korean Time. (Note: attendance to the public opening procedure is optional.)

We acknowledge that this RFP is confidential and proprietary to the GCF, 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 GCF, 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](mailto:procurement@gcfund.org)

**NOTE: Due to Covid 19, public opening procedure is held online via Teams based on the requests for attendance.**

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<sup>6</sup> Please provide name, last name, position and email address of the representative to which the virtual meeting invitation will be provided on the day of proposal opening.

## **Annex 6**

### **Timeline**

The Green Climate Fund will follow the timeline below for this RFP. Any changes to this timeline will be posted on the GCF website. Please note that the target dates and may be adjusted.

	<b>Event</b>	<b>Responsible Party</b>	<b>Date (and time, KST*)</b>
1	Issuance of RFP	GCF	15 November, 2021
2	Last day to send completed Acknowledgement Letter of RFP receipt	Tenderer	3 December 2021
3	Last date for requests for clarification of the RFP	Tenderer	26 November 2021
4	Last date to reply to questions received/ Last date for amendment	GCF	3 December 2021
5	Date by which proposal must be received in Korea by GCF	Tenderer	13 December 2021 by 15:00 hrs KST
6	Date of opening of Technical & Financial Proposals	GCF	13 December 2021 by 16:00 hrs KST

\* Proposal can be submitted before the deadline irrespective of whether the Acknowledgement Letter was submitted or not

\*KST: Korean Standard Time (Seoul Time)



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## Annex 7

### **GCF Model Contract (Attached as a separate document)**

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.

\*Note: The Board adopted at the recent meeting a new policy on SEAH (Sexual Exploitation, Sexual Abuse and Sexual Harassment) and therefore the GCF is required to include new provisions in the General Conditions of Contract. While the specific wording is yet to be formulated, the eventual contract will need to include such new provisions.