

## **REQUEST FOR PROPOSAL**

### **Integrated Enterprise Resource Planning (ERP) Solution Enhancement**



**CIP**  
INTERNATIONAL  
POTATO CENTER



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## **I. Introduction**

CIP (a.k.a the CUSTOMER) is seeking proposals for a system enhancement to its Unit4 ERP (internally called OCS). Your firm, among others, is invited to submit a proposal on a competitive basis in the format described in this Request for Proposal (RFP) document. This RFP establishes requirements and defines responsibilities of the proposing vendor (a.k.a. "Offeror ") to engineer, provide, install, test, and document this software system enhancement to be referred to herein as the "IMPLEMENTATION". The terms "OFFEROR ", "PROPOSING VENDOR", and "CONTRACTOR" refer to any vendor responding to this RFP and the vendor selected for the project described herein.

CIP requests that all Offerors examine the specific technical and functional requirements contained in this RFP and prepare responses pursuant to the terms of this document.

This RFP in no way constitutes an agreement between the Customer and any Offeror. The objective of the RFP is the negotiation, execution and consummation of a definitive agreement between the Customer and appropriate Offeror (s) to provide the services described herein. Information contained in the RFP is provided in strict confidence and shall be used only for purposes of responding to this RFP.

### **A. Customer Background**

The International Potato Center, known by its Spanish acronym CIP, was founded in 1971 as a root and tuber research-for-development institution delivering sustainable solutions to the pressing world problems of hunger, poverty, and the degradation of natural resources. CIP is truly a global center, with headquarters in Lima, Peru and offices in 20 developing countries across Asia, Africa, and Latin America. Working closely with our partners, CIP seeks to achieve food security, increased well-being, and gender equity for poor people in the developing world. CIP furthers its mission through rigorous research, innovation in science and technology, and capacity strengthening regarding root and tuber farming and food systems.

CIP is part of the CGIAR Consortium, a global partnership that unites organizations engaged in research for a food secure future. CGIAR research is dedicated to reducing rural poverty, increasing food security, improving human health and nutrition, and ensuring more sustainable management of natural resources. Donors include individual countries, major foundations, and international entities.

CIP administers multiple projects and both the management, reporting and compliance need to be fully aligned with required internal controls and Donor requirements. It is important that the ERP (OCS) fully supports the administration, monitoring and reporting of the funds providing on time (real time preferably) and accurate information to the diverse stakeholders (e.g. research teams, finance, grants and contracts, PMU).

### **B. Objective**

The Customer seeks to enhance the current implementation of several Unit4 ERP modules implementation. The Customer intends to divide the work in four phases which have been prioritized according to the current needs. Internal established priorities mandate a "go live" date of October 30,

2020, for phase I.

- Phase I Scope:
  - A. Budget (break down to resource, time)- Full Budget cycle input to reporting Budget vs actuals at staff level in system.
  - B. Customized Donor Financial Reports – Automated and validated with OCS GL financial reports.
  - C. Customized Dashboards for Stakeholders “real time” data
- Phase II Scope
  - A. Direct actual cost allocation. Cost accounting fully in system.
  - B. Commitment Accounting - Ensure procurement commitments are reported and included in project.
- Phase III Scope
  - A. Procurement-to-Pay reimplementation including
    - Workflows
    - User interface
    - Procurement Contract management
- Phase IV (to be confirmed)
  - Travel management module

### **C. Type of Contract: Time and Materials with Ceiling**

CO intends to award a T&M with Ceiling Contract to the successful Offeror.

The final contract will be itemized by deliverable with fixed billing hourly rates and the total level of effort Offerors allocate to each major deliverable. Offerors’ submission must include a timeline and an itemized list detailing prices, total level of effort anticipated for each major stage of the implementation (at a minimum: **discovery and planning, configuration and setup, data migration, report development, integration, operational process redesign, system documentations and manuals, knowledge transfer**). Proposed implementation schedule for the phases described in the Objectives section above.

The Offeror will also include a ceiling price for each Phase, this Phase ceilings in level of effort and cost to be exceeded at the contractor’s risk, while still responsible for completion of the Phase deliverables.

Offerors must use the pricing matrix template provided to present the detailed cost proposal volume. A complete schedule for supplies, services, prices, and costs for all desired modules can be found in Annex A. Offerors must submit the fully completed schedule as part of the cost volume using the table supplied in the Annex.

## **D. Coverage & Participation**

CIP reserves the right to refuse any contract, to add and/or delete elements, or to change any element of the coverage and participation prior to the award at any time without any liability or obligation of any kind or amount.

## **E. Current Systems**

CIP currently uses the following Unit4 ERP modules for financial and resource management.

- General Ledger
- Accounts Payable
- Accounts Receivable
- Treasury
- Fixed Assets
- Procurement
- Warehouse
- Planner
- Projects
- Human Resources
- Timesheets
- Experience packs
  - Timesheets, Workspaces, Modeler, Community, Knowly, Purchase Requisitions, Absences
- MFL

The following processes are performed outside of OCS. Those underlined should migrate into OCS as part of this enhancement.

Systems	Current State
Payroll	CIP outsources the process to a vendor which provides the payroll journal to be posted to OCS.
Analytics – Power BI	OCS data is extracted daily to Microsoft cloud and data is consumed using Power BI budget, expenses dashboards and reports.
<u>Cost accounting allocation</u>	Some of the cost accounting allocation described in section 4b is done through external Excel sheets and some are not currently performed but are at the design stage to be implemented by this project.
<u>Resources (staff) allocation management</u>	Performed through external Excel sheets where information provided by principal investigators (PI), and supervisors is collected for Finance analysis and maintenance.
<u>Procurement of some services and contracts</u>	Performed via direct payment orders which get into the system at the PO or invoice stage and so not start as purchase requisitions.
Research projects Monitoring and Evaluation	Implemented on an in-house developed system for research projects results reporting and monitoring.
Recruitment	Implemented on Zoho Recruit

## II. Proposal Preparation Instructions

Offerors' submission should include an implementation plan and pricing schedule that reflects customer's organizational priorities in the following way:

### A. Cover Letter

All Offerors must include a cover letter with their submission. The cover letter must include a point of contact name, address, telephone, and email address. The cover letter should address any exceptions your firm takes to the RFP's terms and conditions.

If the Proposing Vendor finds it impossible or impractical to adhere to any portion of the RFP specifications and any attachments, it shall be so stated in an attachment to the cover letter. All deviations shall be grouped together in a separate section entitled, "Exceptions/deviations from proposal requirements."

### B. Proposal Format

Responses should be provided addressing the following sections in the order laid out below and must not exceed **25 pages**, excluding the cover letter, the pricing matrix, annexes or attachments.

Sections	Instructions in the RFP
1. Introduction (1 page)	N/A
2. Vendor Profile/Corporate Capability Statement	Chapter VIII
3. Solution Capabilities	To be supplied by the Offeror
4. Technical Approach/Methodology	Chapter III
5. Functional Approach/Methodology (by module)	Chapter III
6. Implementation Plan/Schedule	Chapter IV
7. Management & Staffing Plan	Chapter V
8. Past Performance	Chapter VI

For Section 6 of your proposal, please use the table format in this RFP. Please submit the proposal in lay language or provide a list of key terms and descriptions.

### C. Process and Timeline

The following dates are set for informational and planning purposes. If significant changes are made to these dates, CIP will contact the Offerors.

All Offerors that intend to bid should sign and return the attached non-disclosure form to [x.ganoza@cgiar.org](mailto:x.ganoza@cgiar.org) expressing an interest to bid.

The following is a tentative schedule that will apply to this RFP but may change in accordance with the customer's needs or unforeseen circumstances. Changes will be communicated by e-mail to all Offerors who have received the RFP.

RFP Schedule	Date
<b>RFP Release</b>	08-14-2020
<b>Written Questions (due by 5:30 p.m. EST)</b>	08-19-2020
<b>Written Questions Answered and provided to all Offerors</b>	08-21-2020
<b>Proposals Due (due by 5:30 p.m. EST)</b>	08-31-2020
<b>Selection of Finalist(s)</b>	09-11-2020
<b>Proof-of-concept Demonstration</b>	Week 14-18/09/2020
<b>Notify Selected Service Provider &amp; All Offerors</b>	09-22-2020

## D. Proposal Submission

All questions must be submitted in writing electronically to the designated contact listed below according to the RFP Timeline above. Questions submitted to CIP after this period will only be answered if CIP determines the question is critical to the success of the RFP process. Responses to all questions will be circulated to all Offerors. Applicable terms and conditions herein shall govern communications and inquiries between CIP and Proposing Vendors as they relate to this RFP.

Inquiries, questions, requests for clarification and proposals related to this RFP are to be directed in writing to:

Point of Contact	
Name	Ximena Ganoza
Title	Logistics Senior Manager
Email	<a href="mailto:x.ganoza@cgjar.org">x.ganoza@cgjar.org</a>

## E. Proposing Vendors' Inquiries

Formal Communications shall include, but are not limited to:

1. Verbal and/or written presentations and pre-award negotiations under this RFP.
2. Errors and omissions in this RFP and enhancements. Proposing Vendors shall notify CIP of any discrepancies, errors, or omissions that may exist within this RFP. With respect to this RFP, Proposing Vendors shall recommend to CIP any enhancements, which might be in CIP's best interest.

**Remote Proof-of-concept Demonstrations** are required for short list applications. Demonstrations will be scheduled according to the RFP Timeline above.

The technical proposal shall not exceed **10 pages**, excluding the cover letter, detailed project plan and resumes.

## F. Right to Reject Proposals

CIP reserves the right to reject any or all proposals or portions of proposals received in response to this RFP; to request modification or clarification of any part of a proposal; or to cancel this RFP if it is in the best interest of CIP to do so. CIP may reject any proposal if it is considered incomplete, conditional, contains irregularities, or does not meet qualifications, requirements or specifications. Failure to furnish

all information may disqualify the proposal.

## **G. Ownership of Proposals**

Proposals and any other materials submitted to CIP in response to this RFP will become the exclusive property of CIP upon receipt and will not be returned. Offerors are instructed to mark any confidential or proprietary information as such. CIP will not use that information beyond the purpose for which it was supplied in response to this RFP.

CIP is not liable for any costs incurred by bidders that respond to this **Request for Proposals**.

CIP expects to select one company to implement the enhancement. All Vendors responding to this RFP must supply all services specified in this RFP and must be the sole entity responsible for all aspects of performance regarding the services, labor and materials required to meet this RFP's requirements, if awarded the engagement.

In responding to this RFP, the vendor accepts full responsibility to understand the RFP in its entirety, and in detail, including making any inquiries to CIP as necessary to gain such understanding.

## **H. Good Faith Statement**

All information provided by CIP in this RFP is offered in good faith. Individual items are subject to change at any time. CIP makes no certification that any item is without error. CIP is not responsible or liable for any use of the information or for any claims asserted there from.

## **I. Criteria for Selection -**

The purpose of this RFP is to identify those suppliers that have the interest, technical capacity, financial strength, and necessary experience to supply CIP with the product and/or services identified below.

The software solution and approach to implementation will be evaluated individually, based on:

**Best Value:** CIP will make an award to the Contractor whose proposal represents the best value for CIP, considering both cost and non-cost factors.

**Establishment of a Competitive Range:** CIP may, at its discretion, establish a competitive range of qualified proposals for award consideration. CIP will not conduct discussions and/or negotiations with firms not in the competitive range and those firms will not be considered for award.

**Evaluation of Options:** Except when it is determined not to be in CIP's best interests, CIP will evaluate the complete solution including the base modules for phase I and the module options for phase II.

Evaluation of options will not obligate CIP to exercise the option(s).

The Software Solution proposal will be evaluated as per the following criteria listed below in descending order of importance:

1. Proposals will first be reviewed on a **pass/fail** basis. Proposals not meeting the following requirements may be rejected as non-responsive:
  - a. Proposals must be submitted electronically by the submission deadline.
  - b. Proposed solution is a true Cloud-based solution; it does not require the purchase of hardware to support the implementation of the solution.
2. Proposals passing the first step, will then be evaluated based on the following criteria:
  - a. Demonstrated ability to meet Technical Requirements 20 points
  - b. Demonstrated ability to meet Functional Requirements 20 points
  - c. Implementation Plan and Schedule 20 points
  - d. Management and Staffing Plan 20 points
  - e. Past Performance Reviews 20 points
3. Price is not evaluated as a separate criterion, but it is a consideration in the “best value” approach used in all the criteria above.

### III. Technical Requirements

#### A. Overview

**Desired Outcomes:** The overall solution must work towards a common set of outcomes and be architecturally compatible with current implementation.

Below is a high-level list of the solution outcomes:

#### 1) Unified, seamless end-to-end solution from process, information and user perspectives

- a) Integration and access across core finance, resources and projects modules.
- b) Semi-automated data processing, where minimum parameterization is required to execute calculation/posting simulation processes for verification and later effective execution.
- c) No additional data processing is required outside of OCS to obtain required reports and outputs.

#### 2) Simplified and streamlined processes, analytics and standards leveraging industry best practices

- a) Rapid implementation in under two months per phase, using best practices for the solution to handle increasing levels of complexity, while easily configurable to CIP's specific requirements.
- b) Embedded analytics, dashboards and metrics.

#### 3) Implemented on existing OCS environment

- a) Currently operates on an Amazon cloud data center (web, application and database servers) and is accessed via web by most users and Citrix Workspace by key finance, procurement, projects and human resources users.
- b) The infrastructure is operated by an external party, OSU (Operational Support Unit) under established application, and infrastructure support SLAs and standards.
- c) Leverage currently licensed Unit4 ERP modules and other CIP infrastructure including Power BI and Office 365.

The remainder of this section provides an outline of the technical requirements and standards supporting each business outcome.

#### B. Implementation Phases:

The Customer intends to divide the work in four phases which have been prioritized according to the current needs. Internal established priorities mandate a "go live" date of October 30, 2020, for phase I.

## 1. Implementation Phase I Scope

### a) Budget Enhancements

Id	RFP Requirements	Responses
1	Support life of project budgets, including different donor fiscal calendars	
2	Support registration of annual budget by period, resource (staff), account, agreement (project), BUS (work order) and task (activity)	
3	Support resource time and cost, using staff/position cost information already available.	
4	Support subsequent revised budgets during the year.	
5	Workflow to approve staff cost budget amendments: initiated by Finance PBC team and approved by Principal Investigator (PI), budget owner and PMU analyst	
6	Staff Allocation Validation Report	
7	Staff Allocation Monthly Reports (at project/task and organizational level)	

### b) Customized Donor Financial Reports

Id	RFP Requirements	Responses
1	<p>Customized Donor Financial Reports – Automated and validated with OCS GL financial reports. The reporting tool must provide flexibility to customize reports per donor or even per project. As the portfolio constantly updates, we may need to include new donors constantly or even our most traditional donors change their conditions and those only apply to new contracts.</p> <p>Therefore, the request is to have a reporting tool that allow us cross information with different parameters. For Example:</p>	

	<ol style="list-style-type: none"> <li>1. We setup Budget categories per AEC</li> <li>2. Then the sub level under AEC may change, <ul style="list-style-type: none"> <li>• AEC Personnel may be grouped by Staff (ResNo)</li> <li>• But next AEC Travel can be grouped by Account</li> <li>• Research Costs AEC will be grouped by BUS first and then by account</li> <li>• Workshops AEC may need to be group by country (Entity)</li> <li>• Collaborators/Partners AEC will be group by Institution (AP/AR)</li> </ul> </li> <li>3. The reports need to show the budget uploaded by these categories from the planner module: <ul style="list-style-type: none"> <li>• The Life of project budget will add the total budget uploaded for that line without a period restriction</li> <li>• The next column is the Year budget which will only add the Budget uploaded for a set period (From 201905 to 202004).</li> <li>• We may need to choose the budget versions to include in these columns (If any of the other recommendations are implemented).</li> </ul> </li> <li>4. The next report column will be the Expenses from the GL, and we will need to choose to filter these expenses by period or transactions date.</li> <li>5. The header of the report normally extracts information directly from the Agreement Masterfile or BUS Masterfile.</li> </ol> <p>Support is expected for preparing a few initial reports, so we can take advantage of the tool ourselves and just get back to them when major structure changes are needed for the whole tool.</p>	
2	Cost allocation support report	

**c) Monitoring Dashboards/Reports customized to different Stakeholders**

Id	RFP Requirements	Responses
1	Stakeholders (Research project leads, staff supervisors, Project Budget leads, Project Management leads, Corporate Budget analysts, Executive staff) have different needs and access to data authority. The goal is that, without having to re-create the wheel 1000 times, dashboards can be easily set up for projects and a variety of stakeholders.	
2	Capacity to “zoom in” on expenses and staff data charging to projects, but set up differently in terms of detail for different users (some will see total in hours, others in total expense, others in cost per hour)	
3	Capacity to have staff utilization reports (LOE assigned, used, coverage gaps) across the organization or across projects and in a fiscal year or other timelines.	
4	Capacity to see “commitments” in procurement or other costs “accrued”	
5	Other dashboard reporting views as identified through the consultant’s initial stakeholders’ needs assessment.	

**2. Implementation Phase II Scope**

**a) Direct actual cost accounting processing**

Id	RFP Requirements	Responses
1	<p>Allocate actual IT costs. IT costs are distributed in three categories: - Contracts - Payroll - Other expenses</p> <p>Process: 1) Base Allocation: The driver or base to allocation is User of the services (FTE). 2) Intermediate Cost Pool: The information of the Users with equipment is allocated per each FTE or Cost Center should be management in a Data Base into the OCS environment. With this information the share costs process will made on automatic or internal process. After the monthly timesheet process. The process must take expenses data from the following accounts (***) for the period parameter, for the following BUS (***) 3) In the</p>	

	<p>annex (ABT-BUS-TASK) will find the Cost Pool (BUS) detailed by expenses account.</p> <p>This and all allocation processes must run requiring only the parameters entered, and account logic defined in the process. The process must be initiated by entering parameters including:</p> <ul style="list-style-type: none"> <li>- period</li> <li>- agreement</li> <li>- whether this is a posting run or not (simulation)</li> </ul>	
2	<p>Allocate actual facilities costs HQ. HQ Facilities Maintenance are distributed in 5 type of spaces: Offices, laboratories, Genebank, Fields, Working Areas. Each space has a cost pool (1 or more BUS) The categories of expenses considers into each pool are: - Staff Cost (Payroll - Time sheets) - Contracts for Building and Equipment maintenance (routine and preventive), Security. - General Services: Water, Electricity, Disposal Process: 1) Base Allocation: The driver or base to allocation is sqm per FTE and per Cost Center, per type of spaces. 2) Intermediate Cost Pool: The information of the SQM allocated per each FTE or Cost Center should be management in a Data Base into the OCS environment. With this information the share costs process will made on automatic or internal process. After the monthly timesheet process. 3)Cost allocation: must take real cost/expenses from the Cost Pool BUS's data to the final user /projects based on the allocation described in the in the point 2, after the timesheets monthly process. 4) In the annex (ABT-BUS-TASK) will find the Cost Pool (BUS) detailed by expenses account.</p>	
3	<p>Allocate actual Research Support Pool</p> <p>The cost components of the Research Support Pool are:</p> <p>DDGR Office</p> <p>Knowledge Resource Center</p> <p>Grants &amp; Contracts Office – (Direct support to projects)</p> <p>Legal Affairs office - (Direct support to projects)</p> <p>Research Service Units (laboratories and Fields)</p> <p>Maintenance of CIP Collections</p> <p>Research Strategic positions (Program and Division Leaders and Key</p>	

	<p>Scientist)</p> <p>Projects Accounting Management (Manager).</p> <p>Project Management Unit (Manager).</p> <p>Open <span style="float: right;">Access</span>  BUS Detailed in Annex XX)</p> <p>Process:</p> <p>1) The Research Support cost is calculated in numerical values for the Budget propose:</p> <p>(Research Support Cost per staff = Research Support Pool Cost / #researcher) (Table 1)</p> <p>2) Research support will be charged for all the different CIP's research staff level structure, excluding N7, N8 and N9. The number of research staff used for the calculation of the cost, excludes those who have management functions.</p> <p>3) Every month the Research Support Cost Pool is calculated and adjusted depending on the variation of the cost elements and number of research staff per job level.</p> <p><u>Allocation to the projects:</u> Intermediate Cost Pool- Time sheets actual cost distribution</p> <p>The time allocation of a researcher is the driver for the Research Support (RS) cost allocation. Time sheets.</p> <p>The RS is allocated to all research staff categories excluding N7, N8 and N9, charged as a direct cost based which researchers are working on, according to their time allocation in the projects.</p> <p>RS is charged monthly to projects based on staff time sheets and real cost of the RS Cost Pool.</p> <p>4) in the annex (ABT-Task) is the BUS detail</p>	
4	<p>Allocate actual Country Offices cost to Projects. Country Offices expenses are mainly categorized as follow: Staff Cost in each Country Office. (country manager, financial specialist, HR representative, accountants and administrative assistants that support all projects managed in the field).</p>	

	<p>Services such as Legal fees requested for implementing activities in this country Office general services and utilities, such as building maintenance costs, property rental and/or taxes, electricity, water, cleaning, security, telephone and internet services, store services, etc.</p> <p>Process: 1) The Country Offices cost, including all each individual service and/or support component, is calculated and the aggregated cost is grouped into a single charge known as “Regional Country Offices Support”. 2) The Country Offices cost should be calculated in numerical values according the research FTE per each country. 3) the allocation is made through Research headcount in the project (FTE). 4)The Cost of Country Offices will be charged to the projects monthly and according the time allocation of the Researchers that are working on them (except field workers: N7-N9). 5)Allocation to the projects: - The time allocation of a researcher is the driver to share the Country Offices Cost to the projects. - The Country Offices Cost is charged to projects monthly as a direct cost based on Research staff timesheets. - The Country Offices Cost Sharing only applies to Active Research staff between these Job levels: G1-G7, N1-N7. - every month Country Office cost will be reviewed and adjusted in accordance with the actual expenses of the cost elements, number of research staff per each country</p>	
5	Allocate actual Campus Share Services (HQ) to the users	
6	Cost Pool Report	
7	Direct Actual Cost Allocation validation report per cost distribution process	

**b) Timesheets Distribution**

Id	RFP Requirements	Responses
1	<p>Report of timesheets registered, committed (approved) and transferred and showing details by charge code including week, hours and cost per hours</p> <p>Purpose: Validate registered time by the staff on all statuses: approved, rejected and transferred, posted.</p> <p>Content: Resno, ABT, TS Period, # Hours, GL Period, Amount, Account</p> <p>Frequency: Weekly and upon request</p>	

	<p>Security considerations: Restricted to project PI and delegates, Accounting Analyst profile, PBC Analyst and manager profiles, Planning analyst and supervisor profiles and PMU Analyst profile.</p>	
2	<p>Report of timesheets transferred but not registered per weeks and hours</p> <p>Purpose: Validate that timesheet process has been registered on GL</p> <p>Content: Resno staff, Name Staff, ABT, TS Period, # Hours, GL Period, Amount, Account</p> <p>Frequency: Monthly</p> <p>Security considerations: Accounting analyst profile, Finance controller profile</p>	
3	<p>Report of timesheets with errors</p> <p>Purpose: Identify timesheets that cannot be distributed due they were rejected, pending of approvals.</p> <p>Content: Resno Staff, Name Staff, Resno Supervisor, Name Supervisor, ABT, TS Period, # hours, GL Period</p> <p>Frequency: Weekly</p> <p>Security considerations: Accounting analyst profile, Finance controller profile</p>	
4	<p>Resolution of pending process issues:</p> <ul style="list-style-type: none"> <li>- Use of timesheets with copy paste with closed codes</li> <li>- Date of entry of the personnel in the middle of the month distribution of costs does not process</li> <li>- Restype modification in case of staff was NRS or GRS and goes to AAP (Consultant) in the middle of a period and has pending processing timesheet, there are problems in the distribution of costs.</li> </ul>	

**c) Financial Statements**

Id	RFP Requirements	Responses
1	<p>Review standard reports as provided by Unit4 ERP:</p> <ul style="list-style-type: none"><li>• Trial Balance,</li><li>• Balance Sheet,</li><li>• Statement of Activities,</li><li>• Statement of Cash Flow,</li><li>• Cash Receipts, Cash Disbursements,</li><li>• Project Revenue Report,</li><li>• Project Cost Report,</li><li>• Project or Job Summary Reports</li></ul>	

### 3. Implementation Phase III - Scope

#### a) Accounting/AP/Fixed Assets Enhancements

Id	RFP Requirements	Responses
1	<p>Automatic generation of Profit and Loss (SoA) and Balance Sheet (SoFP) on a monthly basis in two formats (Control and Audited)</p> <p>Purpose: Allow generating financial statements requested by CGAR system office automatically</p> <p>Content: SoA and SoFP CGIAR System office format. Compared in the P&amp;L with the same period of the previous year and in the BS compared the balances to the December 31 period of the previous year.</p> <p>Frequency: Monthly</p> <p>Security considerations: Accounting analyst profile, Finance controller profile, Finance Manager, Budget analyst profile, PBC Supervisor and CFAO</p>	
2	<p>Setup of native balance accounts valuation process</p> <p>Purpose: General Ledger to revalue ledger balances for all foreign currencies of bank, cash, debtors and creditors accounts.</p> <p>Content: In General Ledger, the following processing should take place when revalues accounts:</p> <ol style="list-style-type: none"> <li>1) Revaluation gains and losses are calculated for bank, cash, debtors, and creditors account maintained in foreign currencies.</li> <li>2) Balances of affected accounts are adjusted to the new value.</li> <li>3) The system generates an adjusting entry to the base currency balance plus a corresponding entry to the revaluation gain/loss account.</li> </ol> <p>Frequency: Monthly</p> <p>Report: Excel report of the revaluation gains and losses.</p> <p>Security: Finance controller profile, Treasury analyst profile, Accounting analyst profile</p>	

3	<p>Revenue recognition. Collection of GL data expenses. Collect all GL data expenses by BUS from the current month and create a journal that register into income accounts automatically.</p>	
4	<p>Revenue recognition. Collection of GL data expenses - allow changes.</p> <p>If any change occurs after the registration of the above, make the registration only for the change</p>	
5	<p>Revenue recognition Validation Report. Report by funding, account, agreement and amount</p> <p>Purpose: Validate revenue recognition calculations are accurate at the agreement, account and period level.</p> <p>Content: Debit account, credit account, AEC, account, account name, YTD USD amount, running period USD amount, YTD local currency amount, running period local currency amount, entity.</p> <p>Frequency: Monthly, but available to be run on demand</p> <p>Security considerations: Restricted to project PI and delegates, Accounting Analyst profile, PBC Analyst and manager profiles, Planning analyst and supervisor profiles and PMU Analyst profile.</p>	
6	<p>Fixed Assets. Workflow approval for fixed/controllable assets disposal or transfer</p>	
7	<p>Scanned invoices stored in Finance SharePoint site</p>	
8	<p>Scanned invoiced report: PDF report that includes journal CIP format plus supporting documents</p> <p>Purpose: Allow share accounting transactions with supporting documents to Auditors, Donors and Other clients.</p> <p>Content: # Transaction, Account, ABT, USD Amount, Period Frequency: Available to run on demand</p> <p>Security considerations: External users' profile</p>	

**b) Procurement to Pay**

Id	RFP Requirements	Responses
1	Purchases link to Projects. Reorganize the OCS in such a way that we see everything by "Project". Link PR to portfolio purchaser.	
2	Option to specify the end user (when another Area makes the Purchase Requisition) (GRN)	
3	Freight costs to be included in Purchase Orders.	
4	VAT to be included in Purchase Orders	
5	Implement a search engine to make searches that include (Requisition, Purchase Order and GRN)	
6	Monitoring of KPIs of the Logistics team (as they are linked to Talent Management)	
7	Reimplement approval workflow for Purchase requisition and Purchase Order stages.	
8	Contract Monitoring. Alerts when contracts are about to expire.	
9	Commitment Accounting. Control budget for the defined accounts or expense categories raising an alert or blocking a purchase requisition or PO.	

**c) Procurement Contract Management**

CIP requires system functionality typical of Procurement Contract management, the most important being:

Id	RFP Requirements	Responses
	- Revisit the Purchase Orders module to submit a different type of	

	<p>templates of contract that includes the following:</p> <ul style="list-style-type: none"> <li>- the ability to capture the essence of contracts with suppliers as detailed below:</li> <li>- Expiration</li> <li>- Payment terms</li> <li>- Deliverables</li> <li>- Advances</li> <li>- Stand by Letter of Credit (Advance Payment)</li> <li>- The ability to include as part of the Purchase Order the Contract</li> </ul>	
	<ul style="list-style-type: none"> <li>- Upon presentation of deliverables, approvals must be channeled by OCS to the Contract Manager and after approved, redirected to Logistics to process good receipt note and Invoices.</li> </ul>	
3	<ul style="list-style-type: none"> <li>- The ability to alert when a contract is about to expire.</li> </ul>	

#### 4. Implementation Phase IV - Scope

##### a) Travel

Id	RFP Requirements	Responses
1	<p>Travel Advance</p> <p>Purpose: Allow employees to request the advance payment for their travel</p> <p>Content:</p> <p>Approval Workflow</p> <p>Approval 1: Supervisor (or delegate)</p> <p>Approval 2: BUS (cost center) owners, if different from supervisor – (used with “add an approver” function)</p> <p>Approval 3: Directors (Research &amp; Operations)</p> <p>Options during the request of Estimated Travel Cost</p> <ul style="list-style-type: none"> <li>• Ticket price</li> <li>• Hotel (Maximum Lodging Rate of 80%)</li> <li>• Meals &amp; Incidentals (For the first and last day US\$45 and US\$ 60.00 per day on destiny)</li> <li>• Travel assist (USD 5.40 per day)</li> <li>• Taxis</li> <li>• The Employee must enter the locations (country).</li> </ul> <p>Options during the request process for Advance of funds</p> <ul style="list-style-type: none"> <li>• Ticket price</li> <li>• Hotel (Maximum Lodging Rate of 80%)</li> <li>• Meals &amp; Incidentals (For the first and last day US\$45 and US\$ 60.00 per day on destiny)</li> </ul> <p>Only if the amount exceeds 15% of The Estimated Travel Cost approved, a</p>	

	<p>second approval will be required.</p> <p>Travel Notifications</p> <p>Related departments including IT and Risk, Safety and Security will receive notification upon submittal of a travel advance request. Notification will include:</p> <ul style="list-style-type: none"> <li>• Travel departure and return dates</li> <li>• Traveler</li> <li>• Travel destinations</li> </ul>	
2	<p>Travel Liquidation</p> <p>Purpose: Allow to apply CIP travel policy across all countries during the liquidation process.</p> <p>Content:</p> <p>Travel liquidation: Employee (or delegate)</p> <p><i>Workflow</i></p> <p>Approval 1: supervisor (or delegate)</p> <p>Approval 2: BUS (cost center) owner, if different from supervisor – (used with “add an approver” function)</p> <p>Approval 3: Directors (Research &amp; Operations)</p> <p>Approval 4: Accounting, to verify content, supporting documentation, policy application, etc.</p> <p><i>Options during the liquidation process</i></p> <ul style="list-style-type: none"> <li>• Employee location (country) should be mapped. <ul style="list-style-type: none"> <li>o A local per diem rate is applied to the employee’s country of location</li> <li>o an international per diem rate is applied to travel outside the country of location</li> </ul> </li> <li>• Per diem per destination should be on the System database (Fixed per diem for International locations) or special rates defined at the country</li> </ul>	

level.

- Per Diem Rates cover breakfast, lunch, dinner and incidental expenses
- To include any additional travel expenses including laundry, dry cleaning, and other sundries.
- The system should allow the user to select if lunch, dinner and hotel was provided by third party or paid directly by CIP and calculate a pro-rata per diem based in the following conditions:
  - Lunch (25%), dinner (40%), and incidental expenses (20%)

Example 1: an employee attended a seminar where lunch was provided – the per diem paid to the employee should be discounted by 25% and only 75% of the per diem should be considered.

Example 2: an employee attended a seminar where dinner was provided – the per diem paid to the employee should be discounted by 40% and only 60% of the per diem should be considered.

- Only 75% of the per diem is applied for the first and last day of any travel.

- Special reduced per diem rates can be approved for extended stays (over 3 weeks). The system should have an option to replace regular per diem rates by reduced rates when an option “apply special rates” is selected (for example).

- Required receipts (Except per diems, receipts must be attached):

- Hotel bills and other consumables in the hotel, if reported.
- Business representation expenses (participants and business reasons should be reported – mandatory field).
- Any other expenses that are not included in the per diem rate, including air/bus/rail tickets, original invoices/receipts for any other travel expenses, and documentation supporting the exchange rate used

Settings:

CIP will define the accounts and types of expenses that can be claimed in the travel expense report.

The process of liquidation must result in:

- Automatic accounting record of travel liquidation, and
- Determination of the account receivable or payable to the employee as a result of the liquidation.
- Include the use of corporate credit card as a payment method

The following reports should be generated:

- Total expenses by type of expenses, and by location

## IV. Implementation Plan/Schedule

The Proposing Vendor shall design and execute an overall implementation approach that will employ best practices while resulting in a successful go-live of Phase I by October 30, 2020. Typical methodologies can be categorized into the following phases; Discovery, Planning, Design, Development, Testing, Deployment, Governance, Training, and Support.

However, the Vendor should not be constrained to only include the above items. The Proposing Vendor may employ a different methodology, or approach that may be more appropriate for an application, our timeline, or to provide added value to the overall implementation.

CIP requests Offerors to propose alternative implementation schedules including instances where concurrent implementation may be feasible.

Timeline – Phase I

<b>Deliverable</b>	<b>Due Date</b>	
Enhanced Budget Structure and Process design	October 5, 2020	
Enhanced Budget Process configured including additional categories and workflow	October 20, 2020	
Reports Specifications	October 10, 2020	
Staff Allocation Validation Report	October 15, 2020	
Staff Allocation Monthly Reports	October 30, 2020	
Cost Pool Report	October 30, 2020	
Key Stakeholder dashboards	October 30, 2020-November 30, 2020	

Timeline – Phase II

<b>Deliverable</b>	<b>Due Date</b>	
Direct actual cost accounting processing Design	November 15, 2020	
Direct actual cost accounting processing configured	December 10, 2020	
Direct actual cost reports specification	November 22, 2020	
Direct actual cost reports built	December 10, 2020	
Timesheets distribution processes designed	December 15, 2020	
Timesheets distribution processes configured	January 15, 2020	
Standard financial statements reviewed and enabled in production	January 20, 2021	

Timeline – Phase III

<b>Deliverable</b>	<b>Due Date</b>	
Enable invoice scanning process in SharePoint Online	February 7, 2021	
Fixed assets workflow designed	February 7, 2021	

Fixed assets workflow implemented	February 22, 2021	
Procurement to pay processes designed	February 22, 2021	
Procurement to pay processes implemented	March 15, 2021	
Contract management process designed	March 20, 2021	
Contract management process implemented	April 15, 2021	

Timeline – Phase IV

Travel advance process designed	March 20, 2021	
Travel liquidation process designed	March 20, 2021	
Travel advance process implemented	April 20, 2021	
Travel liquidation process implemented	April 20, 2021	

**(1) The Consultant is expected to address technically and in price in the proposal the below stages as part of each phase:**

**(2) Discovery and Planning:**

The Vendor is expected to perform enough discovery to understanding key process, and existing systems to develop a comprehensive plan. Upon award, the selected offeror will receive a copy of the customer's current state assessment document detailing streamlined business processes to support system design and configuration.

**(3) Software configuration and set up:**

The Vendor is expected to specify, configure, set up, install and support all system software. The Vendor is expected to assist with designing the hardware configuration and providing and specifying minimum and recommended hardware configurations as applicable.

**(4) Data Compatibility:**

At a minimum, CIP is expecting for enhanced data structures to work with 4 years of previous data to meet multi-year grant/project and major initiative requirements. Proposing Vendors are encouraged to estimate any data conversion or mapping required and provide recommendations for balancing data conversion preferences/requirements and related expenses based on best-practices and previous experience. For electronic data conversion, CIP expects that the successful Vendor will be responsible for data extraction from CIP's current systems.

**(5) Report Development:**

For specific reporting requirements, it is anticipated that the Vendor will take the lead on developing any reports required as part of the initial deployment of the system. The Vendor is expected to provide specialized knowledge and information to CIP staff during the development of needed reports, via technical training on the tools used for report development, database schema and architecture, etc.

**(6) Integrations**

CIP has existing and future system integration requirements. These must be integrated in real- time with each other as part of the implementation of the ERP System or propose an alternative solution within their software to satisfy the desired result.

The ERP enhancement must provide for the following integrations:

Solution	Integration
Scanned invoices	Must be stored in Finance SharePoint site

These integration capabilities must meet the “as-if-1-system” technical requirements for the product and implementation described in other sections.

**(7) Operational Process Redesign**

With the deployment of a new application, CIP wishes to take advantage of capabilities within the software that provide support for operational and process-related improvements. Vendors are requested to describe their approach towards operational redesign including discussion on the optimal time in which to conduct redesign as it relates to implementation of the new software.

**(8) System Documentation and Manuals**

The Vendor is expected to provide user manuals and online help for use by CIP as part of the initial training and on-going operational support. Additionally, the Vendor is expected to provide technical documentation describing how the solution was designed, developed and implemented, including queries, server processes, intellagents, browsers, queries, menus and any other created or configured ERP object.

**(9) Knowledge Transfer**

The Vendor is required to ensure that a transfer of knowledge occurs back to CIP staff during implementation such that staff can support and maintaining the application in the most proficient manner once the Vendor implementation engagement is complete.

## V. Management and Staffing Plan

The management and staffing plan shall include, but not be limited to, the following sections in its proposal.

- a. Organization Structure
- b. Ramp-up and Surge Plan
- c. Key Project Personnel, to include resumes (not to exceed 3 page/resume) that demonstrate experience and expertise with projects similar in size, scope and complexity to the RFP scope of services.

### **(1) Training**

Based on the overall size of the organization, CIP has decided on an End-User Approach: All end-user and technical staff training will be performed on-site, or via web seminars through implementation and performed by software provider, or the implementation Vendor.

1. End user implementation training will be provided by the Vendor and include joint participation by the relevant CIP process owner team lead supporting the process area in the new software system.
2. Technical Implementation training will include training for CIP IT staff on the technologies required to support the new ERP enhancements.

Please include your approach to training as part of the proposal.

### **(2) Testing**

The Vendor is expected to perform the following types of testing:

1. Unit Testing
2. Integration Testing
3. User Acceptance Testing (UAT)

Please include your approach to testing as part of the proposal.

## **VI. Past Performance Reviews**

Offerors must include details of at least three relevant references supporting the Offeror's proposal. Each reference must include the client's name, contact person, contact information (address, phone number and email address), dates of services provided, and total value of contract. Each reference should concern an ERP implementation similar in size, scope, and complexity to the RFP Scope of services and their case studies, completed in the last three years. Reference information must not exceed 3 (three) Letter size format pages in total.

CIP does and will contact Offeror's references to verify supporting information contained within individual proposals. However, CIP will not limit its inquiries to the references provided and will obtain past performance information from all available sources.

## VII. Price

While price is not considered as a separate evaluation element, we are using respective prices as a denominator against which functionality is judged. Price quotes must include prices for the entire period of performance. The price proposal must address any assumptions you made when developing your response above. The expected pricing structure should follow the sequence below. Please refer to Annex A for a sample pricing matrix.

The final contract will be itemized by deliverable with fixed billing hourly rates and the total level of effort Offerors allocate to each major deliverable. Offerors' submission must include an itemized list detailing prices, total level of effort anticipated for each major stage of the implementation (at a minimum: **discovery and planning, configuration and setup, data migration, report development, integration, operational process redesign, system documentations and manuals, knowledge transfer**). Proposed implementation schedule for the phases described above.

The Offeror will also include a ceiling price for each Phase, this Phase ceilings in level of effort and cost to be exceeded at the contractor's risk, while still responsible for completion of the Phase deliverables.

### ***01. Implementation (Level of Effort with Fixed Billing Rates with Phase ceiling)***

Level of effort – propose labor categories, number of hours, and hourly rates.

Must include a staffing model by each role, effort hours by week or month, billing rate as part of the project proposal and any other costs such as travel, etc.

### ***02. Training (Fixed Price)***

To both end user for operational purposes and technical staff for support purposes.

Regard software licenses, vendor is expected to clearly understand which modules are already licensed by CIP, recommend implementation of additional modules to be quoted and licensed independently by CIP through the OSU. The prices will not be part of this proposal.

## VIII. Annex A: Pricing Matrix

The table below depicts the method CIP would like to utilize to determine the pricing matrix of services required. CIP reserves the right to select any or all the Phases/modules mentioned below. Offerors should provide separate pricing for the components and phases as described in section 2 of this RFP, and should plan for **discovery and planning, configuration and setup, data migration, report development, integration, operational process redesign, system documentations and manuals, knowledge transfer**. The offeror may add clarification notes and further the details needed as pertinent, but at a minimum it is expected to use the following table to present the itemized cost structure: Use the following table to present the itemized cost structure:

Phase	Deliverable	Deliverable Description	Unit Description	# of units	Unit Price	Price
<b>I</b>	<b>A</b>	<b>Budget Enhancements</b>				
	1	Support life of project budgets, including different donor fiscal calendars				
	2	Support registration of annual budget by period, resource (staff), account, agreement (project), BUS (work order) and task (activity)				
	3	Support resource time and cost, using staff/position cost information already available.				
	4	Support subsequent revised budgets during the year.				
	5	Workflow to approve staff cost budget amendments: initiated by Finance PBC team and approved by Principal Investigator (PI), budget owner and PMU analyst				
	6	Staff Allocation Validation Report				
	7	Staff Allocation Monthly Reports (at project/task and organizational level)				
	<b>B</b>	<b>Customized Donor Financial Reports</b>				
	1	Customized Donor Financial Reports				
	2	Cost allocation support report				
	<b>C</b>	<b>Monitoring Dashboards/Reports customized to different Stakeholders</b>				
	1	Set up of key Stakeholders Dashboards				
	2.	Set up of Dashboard templates				
		Total Phase				

II	D	Direct actual cost accounting processing				
	1	Allocate actual IT costs.				
	2	Allocate actual facilities costs HQ.				
	3	Allocate actual Research Support Pool				
	4	Allocate actual Country Offices cost to Projects				
	5	Allocate actual Campus Share Services (HQ) to the users				
	6	Cost Pool Report				
	7	Direct Actual Cost Allocation validation report per cost distribution process				
	<b>E</b>	<b>Timesheets Distribution</b>				
	1	Report of timesheets registered, committed (approved) and transferred				
	2	Report of timesheets transferred but not registered per weeks and hours				
	3	Report of timesheets with errors				
	4	Resolution of pending timesheet process issues:				
	<b>F</b>	<b>Financial Statements</b>				
	1	Review standard reports as provided by Unit4 ERP				
		Total Phase				

III	G	Accounting/AP/Fixed Assets Enhancements				
	1	Automatic generation of Profit and Loss (SoA) and Balance Sheet (SoFP) on a monthly basis in two formats (Control and Audited)				
	2	Setup of native balance accounts valuation process				
	3	Revenue recognition. Collection of GL data expenses.				
	4	Revenue recognition. Collection of GL data expenses - allow changes.				
	5	Revenue recognition Validation Report.				
	6	Fixed Assets disposal or transfer Workflow approval				
	7	Scanned invoices stored in Finance SharePoint site				
	8	Scanned invoiced report: PDF report that includes journal CIP format plus supporting documents				
	<b>H</b>	<b>Procurement to Pay</b>				
	1	Purchases link to Projects. Reorganize the OCS in such a way that we see everything by "Project". Link PR to portfolio purchaser.				
	2	Option to specify the end user (when another Area makes the Purchase Requisition) (GRN)				
	3	Freight costs to be included in Purchase Orders.				
	4	VAT to be included in Purchase Orders				
	5	Implement a search engine to make searches that include (Requisition, Purchase Order and GRN)				
	6	Monitoring of KPIs of the Logistics team (as they are linked to Talent Management)				
	7	Reimplement approval workflow for Purchase requisition and Purchase Order stages.				
	8	Contract Monitoring. Alerts when contracts are about to expire.				
	9	Commitment Accounting. Control budget for the defined accounts or expense categories raising an alert or blocking a purchase requisition or PO.				
	<b>I</b>	<b>Procurement Contract Management</b>				
	1	Ability to capture the essence of contracts with suppliers				
	2	Approval by contract manager				
	3	Alerts when contracts are about to expire				
		Total Phase				

<b>IV</b>	<b>J</b>	<b>Travel</b>				
	1	Travel Advance				
	2	Travel Liquidation				
		Total Phase				
		Total Enhancement				

## IX. Annex B: Vendor Profile

Vendor Background	Responses
<b>1. Company</b>	
- Company Name	
- Contact Person Name and Title	
- Contact Address, Phone, Email	
<b>2. Company Information</b>	
- Public vs. Private	
- Small vs. Non-small Business	
- Year Founded	
- Revenue and Income: Current and Prior Year	
- Office Locations: Headquarters, Implementation, Support, Development	
- Nearest Regional Office to Lima	
- Website	
- Employee Count	
<b>3. Number of Customers</b>	

- Total Customers	
- Total Non-for-profit Customers	
- Total Customers on Proposed Application	
- Total Customers Similar Size	
<b>4. Target Customer Profile</b>	
- Target Industries	
- Sizing - Users and Population	

## X. Annex C: Terms of Reference

### Point of Contact

**Point of Contact:** The Point of Contact (POC) for this award is responsible for inspecting and approving invoices and – if required – accepting deliverables or services rendered. The POC does not have authority to take any action, either directly or indirectly, that would modify pricing, quantity, place of performance, delivery schedule, or any other terms and conditions of this award, including taking effort which goes beyond the scope of this award. The POC for this award is: Ximena Ganoza All correspondence should be sent to x.ganoza@cgjar.org

**Contracting Officer:** The Contracting Officer (CO) administering this award is the only person authorized to approve modifications in any requirements of this Contract. Notwithstanding any provisions contained elsewhere in this Contract, authority to amend this Contract on behalf of CIP belongs solely to the CO. If Contractor effects any modifications at the direction of any person other than the CO, the modification will be considered to have been made without authority and no adjustment will be made to the Contract or contract price as a result thereof. The CIP (CO) of this Contract is Percy Cabello p.cabello@cgjar.org

### Contract Administration

**Contract Type:** CIP contemplates award of a Time and Materials with Phase Ceilings contract with fixed billing rates for the level of effort.

**Modifications to the Contract:** The Contracting Officer (CO) administering this Contract is the only person authorized to approve modifications to any terms of this Contract. The Contractor shall not comply with any order or request altering the terms of this Contract unless it is issued in writing and signed by the CO or is made pursuant to other specific authority described in this Contract. Modifications to the Contract will be deemed effected when countersigned by Contractor and returned to the CIP administering this Contract.

**Submission of Invoices:** Contractor is expected to submit a final invoice to the Customer within 30 days after completion of all the Services (including Deliverables) set forth in the Contract/Task Order. Invoices terms of payment is Net 30 days. The Customer may deduct 30% of the fee if the final invoice is not received within six (6) months of the completion of all Services and reserves the right to void payment of any invoices that are not submitted within one year of the execution date of such Contract/Task Order. All invoices must contain, performance period, with a summary of the applicable completed project plan milestones.

**Vendor Automated Clearing House (ACH) Payment Policy:** CIP pays its vendors via ACH Electronic Payment and requires all vendors to complete the Enrollment Form and return it to the CIP along with a copy of a voided check upon execution of this contract.

## Insurance

- 1) Contractor shall be required to maintain insurance coverage that is customary and appropriate for the work being performed, so that coverage is in full force and effect through the term of the engagement. Upon request, Contractor shall – at its own expense – procure and maintain insurance policies in full force and effect throughout the term of the engagement.
  - a) Worker's compensation insurance coverage for employees, including any agents or subcontractors used, in coverages and amounts no less than that required by the state in which the Contractor has its headquarters.
  - b) Employer's liability insurance coverage (including state disability benefits coverage, where required) with a limit of at least \$100,000 per occurrence.
  - c) The following are suggested minimum coverages for Comprehensive or Commercial General Liability Insurance:
    - i) For Contracts under \$5,000: Comprehensive or commercial general liability insurance coverage is not required.
    - ii) For Contracts between \$5,000 and \$100,000: Comprehensive or commercial general liability insurance coverage (including public liability) which insures the Insured Parties against any and all claims of personal injury and property damage occurring or arising in connection with performance of this Contract. The minimum limits of liability coverage under such policy shall be no less than \$500,000 per occurrence of personal injury, bodily injury, or property damage, and at least \$1,000,000 in the aggregate of such occurrences.
    - iii) For Contracts over \$100,000: Comprehensive or commercial general liability insurance coverage (including public liability) which insures the Insured Parties against any and all claims of personal injury and property damage occurring or arising in connection with performance of this Contract. The minimum limits of liability coverage under such policy shall be \$1,000,000 per occurrence of personal injury, bodily injury, or property damage, and at least \$2,000,000 in the aggregate of such occurrences.
  - d) Professional liability errors and omission insurance with limits of not less than \$1,000,000 per occurrence, where Contractor is from a highly specialized profession (including law firms, architects, engineers, accountants, and insurance brokers).
  - e) Automobile liability insurance with a limit of not less than \$1,000,000 combined and covering all owned, non-owned, and hired vehicles, where Contract performance involves Contractor's use of a motor vehicle.
- 2) Neither Contractor nor CIP shall be deemed to be relieved of any responsibility by the fact that it carries insurance, nor shall the liability of either party be limited to the amount of insurance carried

## Key Personnel

No substitution of key personnel shall occur except by the following process:

**Timing:** During the initial ninety (90) days of performance, Contractor shall make no substitutions of key personnel unless the substitution is necessitated by illness, death, or termination of employment. The Contractor shall notify the Contracting Officer within seven (7) calendar days after the occurrence of any of these events and provide Substitution Information below. After the initial ninety (90) day period, Contractor shall submit Substitution Information to the Contracting Officer at least fifteen (15) days prior to making any permanent substitutions.

**Substitution Information:** If Contractor proposes to substitute key personnel, it must provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer (collectively, "Substitution Information"). Proposed substitutions shall have comparable qualifications to those of the key personnel being replaced. The Contracting Officer will notify the Contractor within fifteen (15) calendar days after receipt of all required information of the decision on substitutions. The Contract will be modified to reflect any approved modifications of key personnel.

## Record Retention and Access

Contractor must adhere to the following requirements regarding record retention and access:

1. All records pertinent to performance of this Contract – including financial records and supporting documents – shall be retained for a period of three years from the date the final invoice is submitted. Copies of original records may be substituted for the original records.
2. If any litigation, claim, or audit is started before the expiration of the three-year record retention period, records shall be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.
3. CIP shall request that Contractor transfer certain records to its custody when it determines those records possess long term retention value. When those records have been transferred, or maintained by CIP, Contractor is relieved of its obligation to further retain records.
4. Right to Audit. CIP and its authorized representatives shall have the right to make site visits, to audit, to examine, and to make copies of or extracts from financial and related records (in whatever form they may be kept, whether written, electronic, or other) relating to or pertaining to performance of this Contract.