Request for Proposals

Title: Enterprise IT Systems Assessment and Roadmap
RFP No: RFP-CHT-FY22-001
Date of issuance: 24 March 2022, Repeated 11 May 2022, Repeated 26 May 2022 with Clarifications from CI

1. Background

Since 1987, Conservation International has worked to spotlight and secure the critical benefits that nature provides to humanity. Combining fieldwork with innovations in science, policy, and finance, we’ve helped protect more than 6 million square kilometers (2.3 million square miles) of land and sea across more than 70 countries. With its global office based in Arlington VA, CI has offices in 30 countries including the US and over 1300 staff.

CI is currently implementing a campaign through 2025 to achieve ambitious impact targets to stabilize our climate by protecting and restoring nature, doubling ocean protection, and expanding planet-positive economies. To meet these targets, CI expects to nearly double its budget over the coming 5-year horizon, both through an increase in direct implementation by CI staff and through increased grant making.

The following business priorities have been identified as critical to CI’s success and for which technology upgrades/enhancements may be required in addition to policy and business process developments.

1. Effectively track and communicate project performance within project teams and at the program and portfolio level
2. Capture and analyze data on our strategic impact
3. Increase the speed of our procurement process for grants and contracts as well as diversify the types and geographic distribution of recipient organizations.
4. Support effective fundraising efforts globally
5. Provide timely, relevant financial and budgeting data and financial planning tools
6. Recruit, onboard and retain high-performing staff
7. Foster a culture of inclusion, diversity, and connectivity for CI’s 30 country programs and 70+ other countries where CI engages through local partners
8. Manage risk in an increasingly complex regulatory and security environment
9. Effectively share knowledge across programs, including leading science, to improve program outcomes.
10. Provide consolidated data from programs, impacts, and financials to allow for complete and accurate strategic and managerial decision making
11. Deploy innovative conservation technologies and principles to achieve our program outcomes

2. Project Overview
CI's current IT infrastructure has challenges in responding efficiently and effectively to meet our current and future organizational goals. Therefore, we are soliciting vendors to perform an assessment of the current IT state, provide recommendations on the future-state enterprise architecture of CI, and develop a prioritized roadmap of projects and actions to actualize the future state.

CI's IT infrastructure includes a centralized IT team based in our Arlington office with IT staff posted in field offices servicing both that offices IT infrastructure and regional IT staff reporting to the Arlington team to support the global infrastructure which includes enterprise-wide communication and collaboration tools such as the Microsoft suite, SharePoint, Business World, Oracle HR, Raisers Edge, Salesforce, Power BI, etc. In addition, various CI programs had developed or procured software solutions to meet their specific project or program's needs. We currently do not have enterprise software solutions for our monitoring and evaluation function or to support basic project management and knowledge management. We also have functionality gaps in our enterprise systems in various critical areas including but not limited to HRIS and recruitment, procurement. Various teams within CI are in the process of evaluating and securing IT solutions to these needs. We operate both cloud-based and on-premises software solutions. Connectivity in low-bandwidth locations is an important consideration.

This project is sponsored by the Information Technology division in collaboration with key stakeholders from all divisions across CI. It is anticipated that the project would include interviews with representatives from the following business areas:

- Finance, including Accounting, Budget and Reporting
- Grants and Contracts
- HR, including Performance Management, Training and Development
- Recruiting
- Branding + Communications
- Development, including Fundraisers and Operations Staff
- Global Programs, including the Moore Center for Science
- Field Programs and Operations, including a selection of representatives from CI field offices
- Global Partnerships, which include primarily our fundraising units, but also our grantmaking units.
- Project Management, Knowledge Management, and Monitoring, Evaluation, and Learning which falls under multiple business areas
- General Counsel and Risk Management Division, including Legal, Internal Audit, Risk Management and Safety and Security

**Terms of Reference, Deliverables and Deliverables Schedule**

The objectives of this project are to:

- gather/validate IT-related business needs of CI
- develop a recommended future-state enterprise ecosystem
- document the existing state of CI's IT systems and tools,
- develop a technology roadmap for the next 3 – 5 years to reach the recommended future-state, and
- review the current organizational structure for management of enterprise tools, and provide recommendations on governance strategy to manage CI Enterprise Ecosystem and the execution of the plan, including definition of the role of IT and other stakeholders
Consideration should be given to the following:

Opportunities/Gaps within CI’s current Enterprise IT Ecosystem
- Within our existing ecosystem, what systems/tools are performing well, and which are not.
- For the systems/tools that are not, is there a way to make adjustments to improve their effectiveness to meet business needs and which should be considered for replacement.
- What systems/tools are redundant and/or no longer needed.
- What additional systems/tools are needed.
- What are the opportunities for integration (data and processes) between existing/future systems.

General CI Enterprise Ecosystem Standards
- What systems/tools should CI offer at the enterprise level versus allow each country/division to create or select.
- How to balance flexibility to meet country/division needs and the need for standardization for process and reporting purposes.
- How to balance transparency of data with appropriate data security.
- How to structure the IT ecosystem to streamline data flow between related internal and external systems.
- How to incorporate and support continuous improvement of IT Ecosystem.
- How to provide tools and systems that are effective in low bandwidth locations.

Global IT Department Role, Responsibilities and Structure
- What IT’s role should be in project-specific conservation technology initiatives.
- What procedures and policies need to be developed to properly govern and maintain the IT infrastructure and.
- What tools and staff resources are needed to properly maintain the ecosystem and manage risk.
- How Global IT can best support the work of the Conservation Technology Task Force.
- What is the ideal management structure for the IT function across the entire organization.

The following deliverables are anticipated for this engagement:

| Deliverable                                                                 |                                                                 |
|                                                                           | List of existing pain points of current architecture and impacts on business outcomes |
|                                                                           | List of system/tool/functionality gaps and opportunities for improvement |
| Recommendation on future-state Enterprise IT Ecosystem, including list of systems/tools to sunset, update, add, and integrate |                                                                 |
| Recommended IT roadmap for 3 – 5 years, including a prioritized list of actions for investment and adoption |                                                                 |
| Estimated costs for initiatives in the first 12 – 18 months |                                                                 |
| Recommendations for IT Governance Policy and structure |                                                                 |
CI will provide requested documentation on organization structure, list of key stakeholders and roles, business process, and technical infrastructure. CI staff will make themselves available for interviews and deliverable reviews.

3. Submission Details
   a. Deadline. Proposals must be received no later than June 3, 2022, 9:00 PM Eastern Time. Late submissions will not be accepted. Proposals must be submitted via email to itcommunications@conservation.org. All proposals are to be submitted following the guidelines listed in this RFP.
   b. Validity of bid. 120 days from the submission deadline
   c. Clarifications. Questions may be submitted to itcommunications@conservation.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. CI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the CI website and/or communicated via email.
   d. Amendments. At any time prior to the deadline for submission of proposals, CI may, for any reason, modify the RFP documents by amendment which will be posted to the CI website and/or communicated via email.

4. Minimum Requirements
   a. Direct experience performing similar work at no less than 3 large nonprofit organizations
   b. Direct experience advising clients with international offices.
   c. Expertise gathering requirements from technical and non-technical users
   d. Ability to conduct interviews and focus groups within standard business hours of Eastern Time Zone

5. Proposal Documents to Include
   a. Signed cover page on bidder’s letterhead with the bidder’s contact information.
   b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
   c. Technical Proposal.
      i. Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
      ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
      iii. Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (Section 3)
   d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 2).

6. Evaluation Criteria. In evaluating proposals, CI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:
<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Score (out of 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the proposed approach and methodology appropriate to the assignment and practical in the prevailing project circumstances?</td>
<td>30%</td>
</tr>
<tr>
<td>Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?</td>
<td>20%</td>
</tr>
<tr>
<td>Does the bidder’s past performance demonstrate recent proven experience doing similar work?</td>
<td>20%</td>
</tr>
<tr>
<td>Does the bidder and the proposed personnel have the specific technical expertise for the assignment?</td>
<td>20%</td>
</tr>
<tr>
<td>Cost: Consulting hours proposed are reasonable and realistic, reflect a solid understanding of the assignment.</td>
<td>5%</td>
</tr>
<tr>
<td>Cost: Hourly rates of personnel categories proposed are reasonable for the level of experience and project responsibility</td>
<td>5%</td>
</tr>
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### 7. Proposal Timeline

<table>
<thead>
<tr>
<th>Event</th>
<th>Date(s)</th>
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</thead>
<tbody>
<tr>
<td>RFP Issued</td>
<td>24 March 2022</td>
</tr>
<tr>
<td>Questions submitted to CI</td>
<td>31 March 2022</td>
</tr>
<tr>
<td>Responses to questions submitted to CI are distributed</td>
<td>6 April 2022</td>
</tr>
<tr>
<td>Complete proposals due to CI</td>
<td>13 April 2022</td>
</tr>
<tr>
<td>Vendor Interviews</td>
<td>18 April 2022 – 29 April 2022</td>
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<tr>
<td>RFP Re-Issued</td>
<td>11 May 2022</td>
</tr>
<tr>
<td>Questions submitted to CI</td>
<td>18 May 2022</td>
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<tr>
<td>Responses to questions submitted to CI are distributed</td>
<td>25 May 2022</td>
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<tr>
<td>Complete proposals due to CI</td>
<td>3 June 2022</td>
</tr>
<tr>
<td>Vendor Interviews</td>
<td>6 June 2022 – 17 June 2022</td>
</tr>
<tr>
<td>Final Selection</td>
<td>30 June 2022</td>
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### 8. Resulting Award

CI anticipates entering into an agreement with the selected bidder by 15 July 2022. Any resulting agreement will be subject to the terms and conditions of CI’s Services Agreement. A model form of agreement can be provided upon request.

This RFP does not oblige CI to execute a contract, nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserves the right to reject any and all offers, if such action is considered to be in the best interest of CI. CI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

### 9. Confidentiality

All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. CI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. CI’s evaluation results are confidential and applicant scoring will not be shared among bidders.
10. Code of Ethics All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI’s Code of Ethics. Conservation International’s reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. CI’s Code of Ethics (the “Code”) provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI’s core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

11. Attachments

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
Attachment 2: Cost Proposal Template
Attachment 3: Clarification from CI
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CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf of, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to CI’s Code of Ethics, we certify:
   a. We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:
   a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
   b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:
   a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror’s business.
   b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
   c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.
   d. We have not engaged in any collusion or price fixing with other offerors.
   e. We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
   f. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.
g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.

h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).

i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration’s List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, “Debarment and Suspension”.

Name: __________________________________________

Signature: _________________________________________

Title: ______________________________________________

Date: ______________________________________________
Attachment 2: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offeror's proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labelled and included in the total offered price. All cost information must be expressed in USD.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

RFP Cost Proposal Template
1. **Q: Per the RFP it seems that there is a minimum of 12 people to interview. Around what number should we assume?**
   A: We anticipate 13 different stakeholder groups [i.e. 13 meetings consisting of several team members] would need to participate in the project. Additionally, one stakeholder group is the CI field office staff. For this stakeholder group, we would anticipate that the project to engage members from multiple field offices selected to reflect the offices' diversity in size, geographic coverage, and nature of activities.

2. **Q: How many current systems are in-scope?**
   A: We anticipate that both fundamental IT infrastructure and business systems to be in scope. For IT collaboration infrastructure, we would include review of our use of Microsoft 365 suite to support productivity and collaboration as well as PowerBI for data visualization. The following are the business systems we would consider the following in scope:
   - CI ERP (Accounting, Contracts, Procurement, Budget and Planning, HR)
   - ConservationGrants (external Grants Management)
   - CI Travel and Expense Management System
   - CI Fundraising System
   - CI Digital Marketing System and Website
   - CI People (Goals, Performance Management, Compensation, Learning Management)
   - Recruiting
   - Benefits and Payroll – US Only
   - Helpdesk ticketing system
   - Project Management
   - Monitoring and Evaluation

Organizations that submit proposals can request a list of the specific software platforms used for each of these systems in preparation for vendor interviews.

There may be additional systems utilized by the stakeholder groups that are not on the list that we would like to be included in the discovery and review.

3. **Q: Would you also want the consultant to review the business systems, such as fundraising and accounting/ERP? (We understand the HR systems will be reviewed separately).**
   A: Yes, we would like the consultant to review the business systems listed in the question above plus identify any other system needs described by the stakeholder groups. We do not expect the consultants to perform a detailed business process analysis of all of the systems listed above but to rather provide a general rating of effectiveness and strategic opinion on how CI can restructure, replace, integrate the platforms to allow for more effective management and use of the platforms.

4. **Q: Are any business needs/requirements already documented? If yes for how many systems?**
   A: CI has documented business needs/requirements from the original implementations of the systems in scope. Additionally, we have some requirements for platforms that do not exist yet, like the project management platform.

The purpose of this engagement is to identify and document high-level requirements that have changed since the original implementations as well as to identify cross-platform requirements related to data integration, security, and usability and maintenance. We do not expect the vendor to document detailed business needs for all platforms/stakeholder groups.
5. **Q:** We do not see any people to interview from the countries specifically called out? Would that be in scope, and if so, how many?
**A:** We do anticipate inclusion of field staff in the project activities. We would anticipate at least one office from each of the three regions with the potential inclusion of regional program and division staff.

6. **Q:** Are country systems not maintained by HQ in scope as well? If yes, how many?
**A:** The project is interested in learning about what additional country systems have been created in order to supplement enterprise systems provided from CI HQ in order to determine what an optimal enterprise future-state architecture would look like. To limit scope, we recommend a limited number of focus group interviews with field offices.

A focus of the strategic roadmap should include an analysis of which systems should be provisioned and maintained by HQ and what systems should be maintained and developed at the field office level.

7. **Q:** What is the budget for this project?
**A:** Our current budget range for this project is $50,000 - $75,000. We understand that some vendors may be unable to complete the entire scope of work within this range and proposals will not be disqualified if they exceed $75,000. Vendors are requested to submit cost proposals with an itemized budget that reflect reasonable estimates of the total scope of work so CI can evaluate the deliverables that may be completed within our current budget.

8. **Q:** Business Priorities (#8). Are there specific regulatory audits or agency standards CI is trying to pass or become compliant, e.g. DCAA, NIST, etc.?
**A:** There are no specific audit concerns or agency standards that this project is meant to address.

9. **Q:** Does CI currently categorize data, e.g. PII, Proprietary, Client Owned, etc.?
**A:** CI currently has a data classification policy that defines restricted, confidential, internal use and public categories and the types of specific data that fall within those categories.

10. **Q:** There is little reference to training in the RFP; what level of training do you anticipate needing that for future-state IT?
**A:** Any training or technical support needs to advance the future-state of IT will be addressed through subsequent procurement solicitations.

11. **Q:** Was there a process (e.g., strategic plans, staff engagement, survey, etc.) by which the identified business priorities were identified?
**A:** The business priorities were derived from internal planning and strategy materials as well as through engagement with leaders of different stakeholder groups.

12. **Q:** Was there a process for identifying that CI's IT infrastructure creates “challenges in responding efficiently and effectively?”
**A:** The CI Operations Systems Product Managers group consists of professionals that manage the enterprise IT systems that support core operations. This group has conducted an inventory of current enterprise systems and map the data flows between them. The process identified a large number of manual data flows between systems, which validated the team members concerns about the platforms ability to scale as the organization grows in staff and activity. Additionally, an enterprise system for project management and monitoring and evaluation has been identified as priority for program staff. The desire is to review our current systems to determine if platforms can
be combined into a smaller number of platforms and/or the platforms can be integrated to eliminate the manual work for both the system administrators and also to streamline processes for CI staff.

13. **Q:** Post selection of a vendor, are there any additional key dates that we should be aware of?  
   **A:** No, there are no specific dates requirements for project implementation although our intention is to move directly from selection to contracting to implementation.

14. **Q:** Can you please clarify the scope of what CI is including in the assessment? For example, are servers, networks, MS365, google workspace and cybersecurity areas that should be included?  
   **A:** Applications such as MS365 would be in scope for the engagement as it’s CI’s productivity suite. Infrastructure servers and network would not be included in the scope of the project. Cybersecurity standards and best practices should be considered when developing the future roadmap recommendations, but CI’s cybersecurity tools are not in scope for this engagement.

15. **Q:** Would you also want the consultant to review the business systems, such as fundraising and accounting/ERP? (We understand the HR systems will be reviewed separately).  
   **A:** We would like the consultant to review the systems in scope listed in the question 2 above at a high-level to understand the main business processes covered and any high-level pain points in order to evaluate potential future-state architecture. We do not anticipate that the consultant would do a deep analysis of the business processes of each of the systems.

16. **Q:** How important is digital engagement at CI, in terms of communicating with external constituents?  
   **A:** CI uses a variety of mechanisms to digitally engage with external constituents. As part of the stakeholder focus groups, the brand and communications team can address the digital engagement priorities of CI.

17. **Q:** In terms of the roadmap deliverable, what level of detail are you expecting? Is it a strategic roadmap or do you want to see recommendations on improvements to specific processes? Related, would you want general staffing recommendations or would you like to see job descriptions as part of the deliverable?  
   **A:** In the past, CI has followed a decentralized process for IT system selection and implementation. Individual business units have been responsible for determining the products that are best fit for their specific needs and requirements. The purpose of this engagement is to provide an enterprise level strategy for developing, integrating, and maintaining enterprise systems that will allow for effective cross-platform coordination and management, cost optimization, as well as the better end-user experience for CI staff. The roadmap should provide recommendations on when and how to consider replacement or consolidation of existing platforms given industry best practices, high-level requirements, current use cases, and existing pain points identified during discovery sessions with stakeholder groups. We do not expect recommendations or improvements for specific processes. If the consultant determines that staffing in a key component of the implementation of the strategy, we would be interested in those recommendations and related job descriptions.

18. **Q:** Would Conservation International be open to innovative solutions where some of the work may be performed by our consultants while other tasks are performed by Conservation International with guidance from the selected vendor and/or the vendor providing best practices?  
   **A:** CI would be open to recommendations from vendors on the best approach to achieve the deliverables. We would recommend in this case, that the vendor provide two proposed budgets.
and workplans – one with CI performing some of the tasks while the other including the fees for the consultants to complete the entire scope of work.