

Heifer Project International

REQUEST FOR PROPOSAL US230403



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General Information

Heifer Project International is a global non-profit development organization working to end hunger and poverty while caring for the earth, in partnership with the communities we serve. Our programs support entrepreneurs around the world, engage with local partners and stakeholders, and create lasting change from the ground up. Heifer uses sustainable practices engaging smallholder farmers in agricultural development to facilitate processes where families and their communities reach a living income.

Heifer is expanding the scope, scale and impact of its work to empower the most vulnerable small holder farmers who most often have minimum resources for farming, by strengthening the markets they are operating in. Heifer achieves its objectives in collaboration with partner organizations such as Donor Agencies, Foundations, Private Sector Partners, and Host Government Institutions.

This document contains the requirements for procuring a Bidder to propose a solution for a Budgeting, Forecasting, Analysis and Financial Reporting System (the System) and its application that will meet the purposes stated below.

Background

Heifer International (Heifer) is headquartered in Little Rock, Arkansas and is currently operating in 24 countries around the world. Further, Heifer is committed to facilitating a more comprehensive and efficient budgeting and forecasting process, extracting useful data for the purposes of creating reports, and enabling users to supply consistent and accurate reporting of useful data across the Organization. Heifer is dedicated to streamlining the process of internal budgeting and reporting for quality outcomes and impacts. Therefore, the System will be a state-of-the-art, industry standard system. It will serve the end user's needs to achieve a high level of budgeting, reporting and data analysis for useful decision making to effectively achieve Heifer's mission.

To ensure a consistent approach, Heifer wants a system to provide both HQ and Project teams tools to input and track budgeting data, user workflows, and trackable results available for reporting. It must promote collaboration and integration between area field teams and HQ support functions, which is critical to successful design and implementation of this project. A fundamental component of this system is a fully functional multiple project/program application to fully support the needs of Heifer Signature Projects and HQ support with data and reporting. It is also of great importance that the System be innovative enough to cater to not only the existing budgeting process but to an evolving "Beyond Budgeting" forecasting process that includes monthly/quarterly forecasting. The System must aim to assist both HQ and Project teams with budgeting and forecasting and extracting useful data and reporting for analysis by Heifer leadership for optimal impact.

Heifer already has various robust internal business systems; thus, it is expected that the System integrates with these systems and further builds them to their full potential. The System should also include an architecture that is flexible, scalable, and easy to use with current and future application and data integrations. Below are Heifer's current systems:

- Unit4 Enterprise Resource Planning is an integrated enterprise financial and information management system including the following: general ledger, accounts payable and accounts receivable, budgeting, human resources, timesheets, payroll, procurement, and fixed asset accounting. Unit4 is the system of record for all of Heifer's financial and human resource data and reporting to date.
- Integrated Program Management System, internally known as IPMS (NGO Online by Precio Fishbone), is an integrated financial and information management system utilized to track programmatic and donor data at a detailed level in order to make informed programmatic decisions to manage the project scope, schedule and budget.
- Laserfiche is Heifer's global enterprise content management system that provides a system of record for documents, digital content and forms. Business processes, forms and approvals can be developed, customized and automated using Laserfiche forms and workflow to reduce use of paper forms and lengthy approval times with streamlined business processes.
- Blackbaud CRM, internally known as BBEC, is Heifer's enterprise constituent relationship management system and is the system of record for all donors, their donations, and our relationships with those donors.
- Microsoft 365, including Teams, SharePoint online and OneDrive
- Power BI: Microsoft business data analytic and visualization tool
- Tableau: used for visualizing data from various systems, predominantly in the form of organizational and team dashboards for revenue, donor research, team metrics and analysis.
- SPSS: Heifer's statistical and analysis software
- Survey CTO is Heifer's field data collection system for project interventions

Purpose and Objectives

The System will be able to respond to the dynamic budgeting and reforecasting needs of both HQ and Programs, handle multiple currencies, integrate with our current systems and better position Heifer for reporting requirements, strategic decisions and a timelier budgeting processing that will be of assistance in various outlets throughout the Organization. It is essential that the System is able to track, budget and report in various dimensions with multi-currencies, in-line with our current ERP system setup, Agresso. It is also important that the System is able to cater to the level of detail needed for budgeting and reporting in our Programmatic side of work to ensure that the System provides value for Heifer staff, donors and project partners.

The vision for the System user experience is for a user to be able to login into the System and their home page is a dashboard displaying budget vs actual reporting specific to the user's needs. For example, the desired dashboard experience for a Headquarters user might differ from the Programmatic user in a Heifer Field Office. Customization for the user's specific needs is vital for the System to meet the Organization's overall needs. Workflow approval should be integrated into the budgeting process. The administrative users should be able to view real-time high-level budgeted data along with detailed data as it is being input.

The System will be the primary system for managing all processes for budgeting and reporting both at HQ and in the Field Offices. With the System, Heifer has identified the basic modules and Reporting Systems (Appendix B), which are to be developed first before expanding to the other modules. The basis of the software is to produce a more efficient and effective methodology for Heifer's current and evolving budgeting approach and for reports utilized for strategic decisions along with a system that is the gatekeeper and holder of useful data.

Heifer is seeking a Bidder who can provide solutions for the core requirements and needs of the System, provide development or additional solutions and support services for future feature evolution, modules, and integrations of the system. The bidder will be selected based on a competitive procurement process. The expected timeline for completion of the basic System is less than 1 year.

Specific Objectives

- Review Heifer's current systems, business processes and suggest a solution to support the business processes of the basic System (Appendix B). This includes expansion of current systems within their capabilities and integration.
- Review and approve the scope of work.
- Propose a training plan for the different user levels.
- Propose capacity to provide development and support for additional business processes/modules to be built beyond the core requirements.
- Propose a maintenance and improvement plan to support the current and future evolution of the system as the system and Heifer's use of it grows.
- Service level agreement (SLA) and Help Desk Support.
- Breakdown of annual maintenance and licensing costs as applicable.
- Proposed options for future modules.
- Proposed future/on-going training opportunities

Current Environment

As Heifer is currently operating in 23 countries around the world, most of these countries are project offices that oversee our project implementation. Our project offices work with Heifer staff, donors and project partners to build a multi-year project budget. In general, the Heifer staff in each country should not see another country's detailed budget. Further, a project budget for a country could have expenses also in the US or even another country for administrative purposes. Heifer's project budgets are currently grouped in a hierarchical fashion based on Heifer's posting attributes (see Appendix D for Posting and Reporting Diagram): Work Orders roll up to Projects (Project Holders), Projects roll up to Main Projects, and Main Projects can roll up to Main Project Cross Country. Main Projects also roll up to "Signature Programs." Heifer budgets each project by Account Line Item, Department, Work Order, Activity, Award (donor), Period (year and month) and a donor's committed currency (see posting and reporting diagram in Appendix B). Heifer is looking for a system that can cater to the hierarchical structure as well as multiple

currencies simultaneously. As such, each country's detailed budgets carry a great deal of detail for each project. Thus, the System must have the components to cater to this level of detail. See Appendix D Diagrams for further information regarding details on our project budgets.

Heifer's HQ detailed budgets are currently grouped in a hierarchical fashion, but it is different than the project budgets. As a department rolls up to a Cost Center, Heifer largely budgets to each Cost Center. There are a few exceptions in which the budget is tied to the Department. Heifer also budgets each Cost Center by Account Line Item, Work Order and Period (year and month). While country budgets are budgeted for more than one year at a time, HQ budgets are only budgeted for one year. HQ budgets may have various expenses related to projects for management purposes or various other reasons; thus, the System should be able to collaborate HQ, Project and Country budgets as needed. It is essential that the System is able to cater to a level of detail that meets the needs of HQ.

Required Expertise

Experience and reliability of the Bidder's organization are considered in the evaluation process.

Therefore, the Bidder is advised to submit the following information:

- a) Capacity and capability to perform the work as outlined in the business requirements.
- b) Demonstrated experience building similar systems with similar organizations in the industry. Heifer may contact these organizations as needed.
- c) Qualifications and experience of the project team. These individuals should be highly skilled and have a minimum of five (5) years implementing the proposed software.
- d) Contact persons in at least three (3) similar organizations who have employed your firm for projects of the nature and capacity as outlined in the business requirements. At least one (1) reference for implementation of systems with high-level customization.
- e) Available time commitment and staffing to complete the basics of the Budgeting, Forecasting, Analysis and Financial Reporting System within 6 months from contract signing and continue surge support after.
- f) The address from which your firm will be providing services for this RFP.

Proposed Method of Implementation

Proposals will be evaluated based on the Bidder's distinctive plan for performing the requirements of the RFP. The Bidders should present a brief written high-level narrative, which demonstrates the methodology the Bidder proposes to satisfy the requirements. The language of the narrative should be concise and limited to facts, solutions to problems, and plans of proposed actions with estimated timelines. The exact needs of the implementation will be discussed and decided upon based on the selected vendor. Heifer is not required to view all systems proposed, only those deemed to fit Heifer's objectives.

Proposal Submission Requirements:

Heifer will not be responsible for any costs incurred in submitting the proposal. All interested Bidders will submit their proposals with the following information:

General Information

- a. Cover page
 - Organization summary
 - Primary and secondary contact information
- b. Organizational capacity statement including past experiences developing and implementing state of the art systems for international development organizations with high level of integrations and sound security
- c. Reference (at least 3) information must include the location and brief description of work performed.

Technical Proposal

- a. Detailed methodology on how the software will be implemented, including a clear and comprehensive work plan, outlining the major activities, milestones, roles and responsibilities, and time schedule.
- b. Describe potential integrations with Heifer's systems, including a clear plan of how these integrations will take place
- c. Verify capacity to meet each of the business requirements – Attachment A
- d. List and briefly describe the team and its proposed personnel, indicating what role each proposed individual will have and the qualifying skill set.
- e. If applicable, proposed viable options for future module integrations.

Financial Proposal

- a. The Bidder should provide sufficient detail to allow evaluation of costs proposed. It should at least contain costs of the following (Heifer reserves the right to request further information supporting detailed costs and prices as needed):
 - Costs for software implementation
 - Cost breakdown for annual maintenance and licensing
 - Cost per user
 - o Editing vs. Viewing only costs
 - Costs associated with ongoing services
 - Consulting Fees
 - Hosting costs/fees
 - Other applicable costs
- b. Costs for additional surge support for continued development of system components

Feature Proposal

- a. Review and respond to the feature and system requirements listed below in Appendix B. Provide details, examples or caveats as appropriate.
- b. Provide a **separate** overview features document with information and screen shots, etc.

- c. Provide a brief description (maximum 1 page) of why your product stands out above its competitors (unique features and capabilities etc.) along with anything else you'd like to note regarding your product.
- d. Review and ensure that your System is able to accommodate to the scenarios section. These will be discussed if your vendor is short-listed.

Interested Bidders are requested to submit a proposal typed in Times New Roman font, size 12, and in English by **February 10, 2023** to email: RFP@heifer.org. Subject line must state **RFP US230403 Company Name – Budgeting and Forecasting System**. Please include the name of the person in your organization who will be involved with negotiating the contract as well as a telephone and email contact. All pages must be numbered, including the RFP reference number and name of the organization at the bottom of each page.

Late Submissions and Verification:

Proposals received after the submission deadline will not be considered. Bidders are responsible to ensure their proposals are submitted according to the instructions stated herein. Heifer retains the right to terminate this RFP or modify the requirements upon notification to the bidders.

Selection Criteria

Submitted proposals must clearly demonstrate alignment with the information outlined above with the appropriate level of details. The selection committee will be viewing all submitted proposals and evaluating each proposal accordingly. The award of an agreement will be made to a vendor, whose proposal receives a favorable evaluation and recommendation of the selection committee. Proposals will be evaluated according to the following criteria and eligible for up to 60 points:

Short-List Identification Criteria

Criteria	Responsiveness to the RFP - Description	Points
Functionality	This criterion considers but is not limited to the following: <ul style="list-style-type: none"> - The bidder's written responses to the Functional and Technical Requirements for proposed functional areas. - The ability for the proposed to integrate with Heifer's current systems environment - The bidder's written responses to the ability to meet the Organization's current and evolving needs. 	20
Technical	This criterion considers but is not limited to the following: <ul style="list-style-type: none"> - Alignment of the proposed system to Heifer's preferred technical specifications - The bidder's written response to each Potential Interface. - The level of integration among proposed functional areas. 	15
Approach	The criterion considers but is not limited to the following:	10

	<ul style="list-style-type: none"> - The described approach to implement an enterprise and reporting system to achieve the Heifer’s goals and objectives. - The alignment of the proposed implementation timeline to the Heifer’s desired timeline. - The distribution of implementation tasks among Heifer and the bidder’s teams, according to the best fit of Heifer’s needs. The proposed resources hours among Heifer and the bidder’s teams. - The bidder’s approach to key implementation tasks including but not limited to data conversion, testing, and training. - The bidder’s planned and available ongoing training, support, and maintenance services. 	
Bidder and Proposed Staff Experience	<p>This criterion considers but is not limited to the following:</p> <ul style="list-style-type: none"> - The bidder’s experience delivering the services requested in the RFP. - The bidder’s experience with similar implementations for comparable organizations. - The bidder’s experience deploying comparable interfaces to the Heifer’s related applications. - The experience of named staff delivering the services requested in the RFP. - The experience of named staff with similar implementations for comparable organizations. - The qualifications of named staff to deliver the services requested in the RFP with a focus on business process optimization. - The feedback received from the referenced comparable organizations 	10
User Experience	<p>This criterion considers but is not limited to the following:</p> <ul style="list-style-type: none"> - The Bidder’s understanding of what the end users need from this system. - The Bidder clearly explains how the proposed solution will be user friendly, agile, and operate in low bandwidth 	5

Finalists Identification: After the selection committee rates the bidders according to the scale above, Heifer will request a demonstration from each of the Short-List bidders. Heifer intends to utilize the criteria presented below following the demonstrations by Short-List bidders. Each Proposal will be eligible to be awarded up to 20 points at this stage.

Criteria	Presentation/Demo -Description	Points
Functionality Demonstrated and Approach	<p>This criterion considers new information learned through a scripted bidder demonstration including but not limited to:</p> <ul style="list-style-type: none"> - The demonstrated user interface. 	10

	<ul style="list-style-type: none"> - The alignment of demonstrated functionality with preferred business processes. - This approach criterion considers new information learned through the Implementation Approach Discussion as part of bidder demonstrations as well as other sessions. 	
Experience Discussions	This criterion considers new information learned through the Company Overview Discussion as part of bidder demonstrations as well as other sessions.	10

Cost Point Allocation: Heifer will evaluate cost proposals based upon the criteria noted below. Cost points will be applied at the timing determined by the selection committee. Cost points may be refined or replaced in the event of a subsequent Request for Clarification or Request for Best and Final Offer (BAFO). Each Proposal will be expected to complete the investment summary table to explain the investment as noted in Appendix F and will be eligible to be awarded up to 20 points for cost.

Cost Point Criteria

Criteria	Description	Points
Cost	<p>This criterion considers, as applicable, the costs related to the Proposed Tasks and Deliverables table. It should include the cost of the software license/subscription schedule, services, and terms of any offered ongoing maintenance and support (including applicable service level agreements, disaster recovery, etc.) proposed in response to the information solicited by this RFP. Respondents will be evaluated on their pricing scheme, as well as on their price in comparison to the other proposers.</p> <p>In evaluating cost, Heifer will evaluate on a fully loaded ten-year total cost of ownership. Fully loaded is defined to include (but is not limited to): software purchase/subscription and implementation costs; user license costs; ongoing support and service costs; hardware costs; hosting and associated hardware support costs. Heifer reserves the right to add their own estimates of the costs (including any anticipated savings) associated with the required level of internal staffing (business users and IT staff) for implementation and for ongoing support, hardware and overhead costs and savings, and may rely on the Respondent’s resource estimates as a basis for their calculations.</p>	20

The bidder selection committee will evaluate the technical proposal based upon the criteria listed above and the financial proposal will be evaluated on the reasonableness of costs and cost-effectiveness.

Validity of Proposal

Proposals submitted shall remain open for acceptance for 90 days from the last date specified for receipt of the proposal. This includes, but is not limited to pricing, terms and conditions, service levels, and all other information. If your organization is selected, all information in this document and the negotiation process are contractually binding.

Award Process and Contract Mechanism

The proposed contracting mechanism are Milestones/Fixed Price Contract. The following award process is subject to change if Heifer deems necessary.

NO.	Activity	Due Date
1	Posting of RFP	December 8, 2022
2	Signed and submitted NDA	January 6, 2023
3	Written Q&A	January 13, 2023
4	Heifer responds to Q&A	January 20, 2023
5	Proposal deadline	February 10, 2023
6	Selection Committee review	February 10, 2023
7	Scripted demonstrations of systems – selected bidders	February 24, 2023
8	Reference review	March 3, 2023
9	Notification of award	March 10, 2023
10	Award agreement negotiation	March 31, 2023
11	Signing award	April 3, 2023

Heifer will issue a Contract based on submission and Heifer acceptance of deliverables. The contract will include payment schedule with deliverables specified above. The non-disclosure agreement must be signed and submitted prior to the **February 10, 2023** by email to RFP@heifer.org.

Limitations

This RFP does not represent a commitment to award a contract, to pay any costs incurred in the preparation of a response to this RFP, or to procure or to contract for services. Heifer reserves the right to accept or reject in its entirety and absolute discretion any proposal received because of the RFP.

Whistleblower

This policy was created in connection with Sections 806 and 1107 of the Sarbanes-Oxley Act. Heifer implemented this policy to maintain high standards of conduct and ethical behavior. Heifer Staff, Board members, and Vendors should report suspected waste, abuse, Fraudulent or Dishonest Conduct and/or violations of Heifer's Policies or applicable law (i.e. act as a Whistleblower). Heifer will investigate such claims, and will protect Whistleblowers who report them from retaliation, in the manner described in this policy.

Diversity Clause

Heifer International (HPI) value diversity, equity, and inclusion (“DEI”), and believe that effectively accessing and managing diverse talent leads to improved outcomes. HPI take a broad view of diversity, inclusive of varied backgrounds including, but not limited to, age, experience, race, ethnicity, sexual orientation, gender, gender identity, disability status, national origin, and culture. HPI expect third-party providers to respect and reflect HPI’s value of DEI. HPI’s ongoing monitoring of third-party service providers incorporates an assessment of vendors’ commitment to, adherence with, and track record of accessing and retaining diverse and inclusive workforces.

Policy

1. Describe your firm’s approach to diversity, equity, and inclusion (“DEI”) in the workplace and its relation to your strategic objectives.
2. Does your firm have a written policy (or policies) addressing workplace DEI (“Policy”)? A Policy defines the firm’s commitment, policies, and practices regarding equal employment opportunity, including the recruitment, development, retention and promotion of a diverse and inclusive workforce and non-discrimination based on gender, race, ethnicity, sexual orientation, gender identity, age, veteran’s status, and other legally protected categories. A Policy (or policies) may be a standalone document or part of a larger firm document. Please provide a copy of your firm’s Policy.
3. If your firm does not have a written policy, do you commit to promptly adopting a providing a copy of a Policy if your firm is awarded a mandate/contract with Heifer International?

Other Contract Requirements

Standard Contract: The awarded contractor will be expected to enter a contract that is in substantial compliance with Heifer’s standard contract. Proposal should include any desired changes to the standard contract. It should be noted that there are many clauses of which Heifer cannot change.

Applicable Regulations

Bidders must be legally registered/licensed to operate and provide the required services.

Appendix:

- A. Non-disclosure agreements
- B. Budgeting, Forecasting, Analysis and Financial Reporting System process requirements
- C. Scenarios
- D. Diagrams
- E. Investment Summary Table

A.

MUTUAL CONFIDENTIALITY AGREEMENT

This MUTUAL CONFIDENTIALITY AGREEMENT (“MCA”) is entered into as of _____, 20__ (“Effective Date”), by and between HEIFER PROJECT INTERNATIONAL, an Arkansas nonprofit corporation (“Heifer”), and _____, a(n) _____ (“Company”). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto (singularly a “Party” and collectively the “Parties”) agree as follows:

Section 1. Relationship/Warranties. Parties contemplate a relationship whereby Company may complete certain work and/or projects for Heifer (“Project”). In order for Company to complete the Project each Party (the disclosing Party is known hereinafter as the “Discloser”) must provide to the other Party (the receiving Party is known hereinafter as the “Recipient”) certain proprietary, secret, confidential and/or other information not generally available to the public, which may include but not be limited to trade secrets, project participant information, donor information, fundraising and business strategies, materials, processes, procedures, systems, computer programs, devices, operations, personnel records, and financial information (the “CI”). THE CI IS PROVIDED “AS IS”, AND DISCLOSER MAKES NO WARRANTIES, EXPRESS, IMPLIED OR OTHERWISE, REGARDING THE ACCURACY, COMPLETENESS, OR PERFORMANCE OF THE CI.

Section 2. Confidentiality/Damages. No license is granted hereby, and the CI shall remain Discloser’s property. The CI is being disclosed to Recipient solely for the express purpose of allowing Recipient to complete the Project, and Recipient shall not use the CI for any other purpose. Recipient agrees it will hold the CI in strict confidence and (a) shall not misappropriate or mishandle the CI, or otherwise disseminate, divulge, or disclose, or cause, assist, or allow any other party to disseminate, divulge, or disclose, all or part of the CI to any third party, other than Recipient’s third party professionals also bound by a duty of confidentiality at least as comprehensive as that contained in this MCA (“Authorized Individuals”), and (b) shall not take any other steps to prevent or circumvent the broad goals and intentions of this MCA. If Recipient finds it necessary to disseminate the CI to Authorized Individuals, it shall inform them of the confidential nature of the CI, and Recipient shall be responsible for any and all damages caused to Discloser if said Authorized Individuals do not abide by this MCA. Recipient agrees irreparable damage may result from a breach of this MCA, and that a breach may be remedied by specific performance, immediate injunction, and any other remedies allowed by law. Within ten (10) days of Discloser’s request, Recipient shall return all CI to Discloser, and will not retain any copies thereof. CI shall not include any information which Recipient can establish (a) was publicly known and made generally available in the public domain prior to the time of disclosure to Recipient, (b) becomes publicly known and made generally available after disclosure to Recipient by Discloser through no action or inaction of Recipient, or (c) is in the possession of Recipient, without confidentiality restrictions, at the time of disclosure by Discloser as shown by Recipient’s files and records prior to disclosure. Notwithstanding anything herein to the contrary, Recipient may disclose CI to the extent necessary to comply with any law, regulation, or court order; provided Recipient must promptly notify Discloser of such proposed disclosure or delivery prior thereto. In addition, Recipient shall, if requested by Discloser, use its best efforts to lawfully cooperate with Discloser to seek a protective order or other appropriate remedy to prevent the disclosure of CI. This **Section 2** shall survive the termination or expiration of this MCA.

Section 3. Miscellaneous. This MCA may be executed in multiple counterparts which, when read together, shall constitute and comprise a single document. Facsimile signatures hereto shall be as enforceable and binding as manual signatures hereto. This MCA shall be governed by the laws of the State of Arkansas, and all

disputes that might arise hereunder shall be adjudicated exclusively in Pulaski County, Arkansas. This MCA may only be modified or amended by a written document executed by and between the Parties. This MCA constitutes the entire agreement and understanding between the Parties relating to the subject matter contained herein, and supersedes any prior or contemporaneous terms, representations, statements, or agreements, whether made orally or in writing, with respect to the subject matter contained herein. Each party executing this MCA covenants that he/she has the power to enter into this MCA and bind his/her principal, if any, thereto. Each provision of this MCA is severable and to the extent any provision is deemed invalid or unenforceable, such invalidity or unenforceability shall not affect the validity or enforceability of the remaining provisions of the MCA. Parties are independent contractors, and this MCA is neither intended to, nor shall it be construed as, creating a joint venture, partnership, agency, employment relationship, or any other relationship that may result in vicarious liability. Nothing in this MCA shall obligate the Parties to enter into any further agreements with one another. A Party may not assign this MCA in whole or in part without the prior written consent of the other Party. Either Party may terminate this MCA upon ten (10) days' prior written notice sent to the other Party.

IN WITNESS WHEREOF, the Parties execute this MCA as of the Effective Date.

HEIFER PROJECT INTERNATIONAL

_____ (COMPANY)

Signature: _____

Signature: _____

Name: _____

Name:

Title: _____

Title:

Date: _____

Date: _____

B. Budgeting, Forecasting, Analysis and Financial Reporting System Requirements

Function	Business Requirements
General Requirements	
1.0	Multi-year, currency, language. Ability to see budget rates for translation to/from USD. Ability to see and/or aggregate budgets in Donor Currency, local functional currency and USD
2.0	Approval workflow and audit trails, access controls/restricted viewing – varying workflows, approvals and budget templates based on the department
3.0	Ability to manage Customized budget periods, Projects – time frame, Country Office fiscal year, Annual, quarterly, monthly, or customized budget periods
4.0	Ability to define budgets at any level of the account structure (such as Head Account)
5.0	Support multiple business scenarios/what-if modeling with multiple variables (i.e., volume, inflation scenarios; historical-based analysis)
6.0	Capability of automatically generating a new budget from figures in a previous time period's budget multiplied (or divided) by a cost multiplier representing expected growth factors or increases (or decreases)
7.0	Variance reporting
8.0	Ability to attach/store planning assumptions & notes within the system
9.0	Ability to support capital project budgeting
10.0	Dashboard reports for summaries for executive or management review; also include field Program Directors
11.0	Ability to enable users to oversee and manage their own budget
12.0	Ability to “lock” budgets so changes cannot be made in some versions such as a board approved budget
13.0	Useful reporting tools to allow leadership to make effective and efficient decisions
14.0	Vendor support to users with ongoing training including video/tutorials
Technical Requirements	
1.0	Cloud-based (low bandwidth support)
2.0	Active Directory/Azure Active Directory Federated login
3.0	Please list Hosting Provider compliance certifications
4.0	Browser based that can run on both Chrome, Edge, Firefox, and Safari
5.0	Must also work with Duo Two Factor Authentication
Budget/Data Input	

1.0	Budget Data input at varying levels of detail, including activity-based budgeting
2.0	Live updates of budget changes (totals and rollups)
3.0	Approval process and audit trail for budgets
4.0	Ability to cater to complexities such as hosted positions (position paid by HQ or other country than which the employee works – HQ pays for payroll/benefits, but employee works in India)
5.0	Ability to add comments/explanations that “flow” with the data
6.0	Support of multiple budget types. Currently Heifer has following Budget Types: <ul style="list-style-type: none"> • Working Budget – Budget that program staff can update at anytime • Board Budget - (static, annual budget every year) • Forecast – Midyear static view of the budget (HQ Operations annual for the rest of the current year, projects multiyear forward). • LOA Budget – Multi Year Project Budgets that matches the projects Letter of Agreement • May have additional other static copies of budgets based on Working Budget or other scenarios.
6.1	Provide examples of workflow. Heifer budgets are generally created in the Working Budget then copied to make a Board Budget or Working Budget. Please show how your system updates if a budget is adjusted/ updated to various groups.
Reporting Requirements	
1.0	Ability to schedule and customize reporting
2.0	Ability to record variances/notes for explanations
3.0	Drill down capability for detailed view
4.0	Multi-budget/Forecast files available for variance reporting
5.0	Multiyear forecasts
6.0	Interactive dashboard reporting
7.0	Versions/what if scenarios
8.0	Ability to bring in multiple data sources
Integrations	
1.0	Unit 4 ERP - Integrates with GL to pull historical data
2.0	Black Baud CRM (BBEC) - feeds project budgets into fundraising module
3.0	NGO Online by Precio Fishbone (IPMS is being implemented) – export actuals and budget types into CSV file into IMPS. See Appendix for details on Budget Types.
4.0	Export to CSV files with output sent to shared location or other designated location
5.0	Integration with Power BI not required but a plus
Foreign Exchange	
1.0	Ability to budget and report in multiple currencies
2.0	Application of different rates for financial reporting, donor reporting, and budgeting

3.0	Consolidate in USD
4.0	Budget rates set by Heifer applicable for time frames
5.0	Periodic revaluation from a certain period forward (without reevaluating prior periods)
Allocations	
1.0	Ability to define pools to be allocated and allocation
2.0	Allocates an amount across accounts and/or Workorder and/or Periods
3.0	Allocations based on percentages, which are based on statistical account balances (such as head count and floor space)
Security	
1.0	Hierarchical Security
1.1	Country/project staff restricted on who can see “what”
1.2	Ability to limit access read and/or edit based on department code and/or Work Order Codes or country relations off the codes
1.3	Country /project staff have access to HQ expenses for projects they manage
1.4	Departmental staff/Division level security
2.0	Read v Edit access by level
3.0	Identities and credentials are issued, managed, verified, revoked, and audited for authorized devices, users and processes.
3.1	Encryption of data in transit and at rest
3.2	Provide audit trail capability of system including login attempts, data changes, account creation\deletions, and system changes.
3.3	Utilize SSL/TLS to encrypt data between servers and clients.
3.4	Regular data, server, and configuration backups. Defined process of data recovery/system rollback documented
3.5	Support EU GDPR
3.6	Security protocols and industry best practices on apps and/or devices to prevent theft and protect privacy including data encryption on mobile devices
3.7	Firewalls, intrusion detection and prevention services in use and up to date based on current industry standard to protect the server and data infrastructure. A detailed incident response and communication plan must be provided
3.8	Infrastructure and OS's are regularly updated with the service with the latest and stable operating system

	update, application, and security patches, following best practices
3.9	All data integrations (API's, Web Services, services linking) must adhere to industry best practices for authentication and data encryption
3.10	Must support all recent versions of popular web browsers (Chrome, Firefox, Edge, and Safari)
3.11	Access permissions and authorizations are managed, incorporating the principles of least privilege and separation of duties
3.12	Support multi-factor authentication methods
Programmatic Requirements	
1.0	Evolution of budgeting cycles in future years
2.0	Accommodations of zero budgeting
3.0	Ability to incorporate budgets in real time
4.0	Timing for reforecasting – scheduled at a time when the current period of expenses has not closed, and the expenses must be projected and then updated to actuals. Can we expect a change in timing? Could the system assist with the timing challenges we face? Will there be timing challenges in the field if the Organization implements Beyond Budgeting?
5.0	For CO, we use far more details, but HQ does not. Ability to cater to project offices' high level of detail
6.0	Process improvement/gain efficiencies through new software
7.0	Consolidation of different numbers that come from different units/departments/10-line items. Currently we are combing in excel sheets, with columns by donor
8.0	Ability to cater to results budgeting
9.0	Differing levels of approval. For example, at the ground level, the budget inputs may not need to go through the decision gates
10.0	Software/budgeting process to be combined with IPMS. Currently, Agresso is only managing the Finance side
11.0	Ability to track project activity progress monthly

C. Scenarios

Heifer has included specific complex scenarios below that we would like to discuss with any bidder who makes it to the level of the short-list criteria (noted on page 7). Additionally, Heifer sample data will be provided at this time. The scenarios provided below are critical for the organization; thus, it is essential that any bidder can not only explain how these scenarios can be catered to with the Software, but also show Heifer through a demonstration how the Software meets the Organization's needs.

Please review the Appendix D - D.1 Posting and reporting attribute diagram, D.2 Agresso Currency Usage and D.3 project types.

Heifer utilizes four Budgeting components which are:

Personnel – (Data maintained in Subledger – functional currency)

Direct Cost (no subledger – committed currency of country/organization or donor)

Sub-Awards – (Data maintained in Subledger in currency of Sub-award contract)

Indirect Cost (NICRA)

During the Heifer Budgeting process, Data is maintained by Project type, account, department, fund code, Main Project, Workorder, Activity(results), Donor (Heifer general funds or external donor), period(month), committed currency, and amount.

- 1) Data from the Salary subledger is adjusted for merit increases and fringe benefit rates are calculated. Salaries are maintained in the functional currency of the country office and translated and aggregated in USD.
- 2) Data is reviewed from the Sub Award Subledgers and NICRA on the first \$25,000 equivalent of each project Partner expenses are applied.
- 3) NICRA/Indirect Costs will then be calculated based upon 15% of the above total
- 4) Items 1, 2 & 3 noted above are aggregated to create the Organization budget.
- 5) The expense budgets are reviewed & approved by Cost Center/Country approvers then by Division/Area.
- 6) The total expenses for each period from external donors are aggregated with donation budgeting, which is utilized to produce the revenue budget.

Please provide a demonstration that shows the use of two subledgers, such as Salaries and Subawards. Each subledger should have multi currencies, multi periods, the ability to make changes such as increase salaries for merit increases, add in Fringe Benefits, add a calculated NICRA, maintaining the transactional currency, a functional currency and a US Dollar for consolidation.

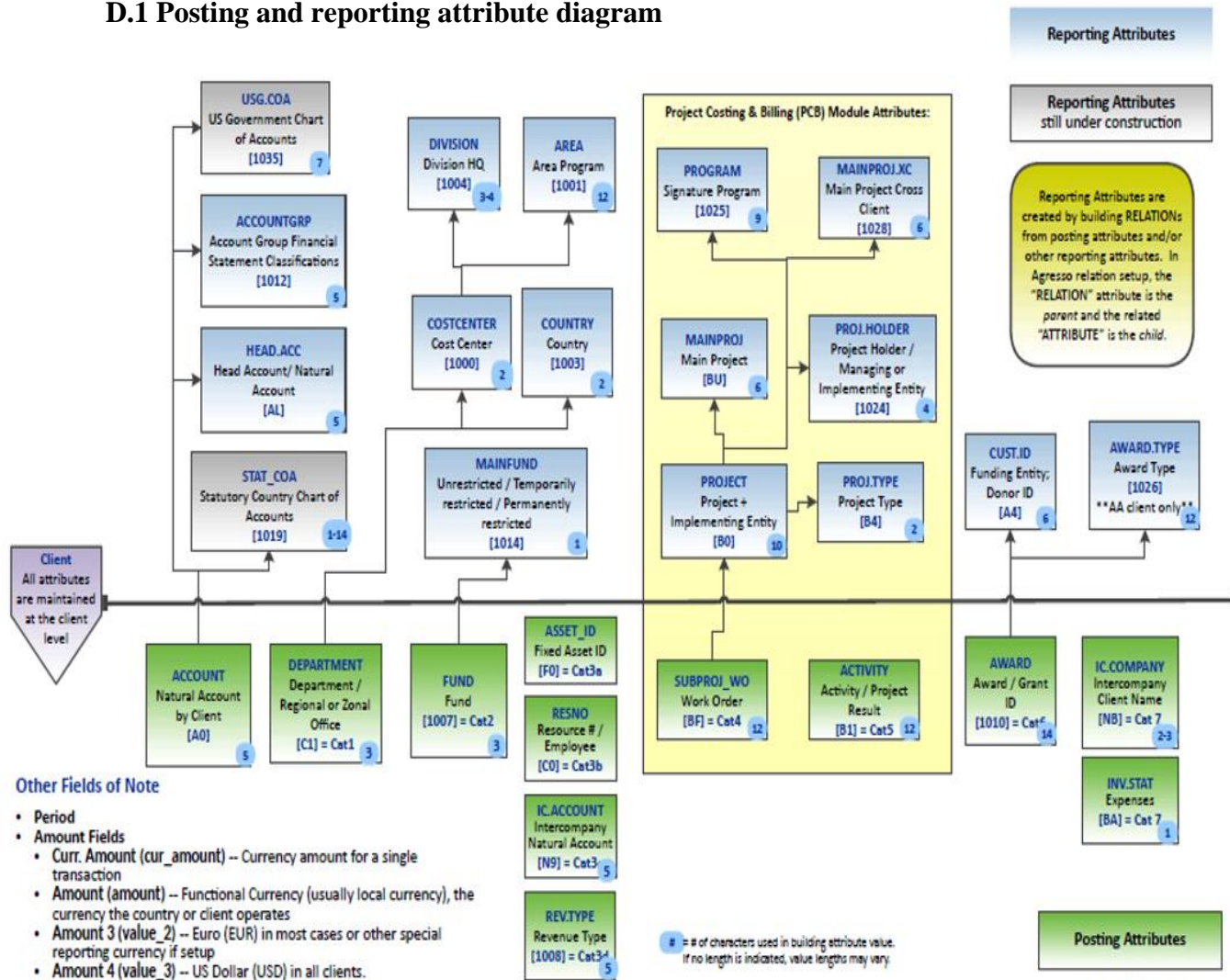
- 2) Access rights are extremely important to Heifer. Please provide a demonstration that shows how access to the salary information above can be restricted to authorized personnel only.
- 3) Heifer HQ Budgets vary in complexity from a cost center with one budget for its one workorder to a cost center with multiple different budgets and multiple different workorders

budgeted and expensed across that the varying budgets all within one cost center. Ex – Cost Center 000 budgeted to one workorder QQD000. Or, Cost Center 000 budgeted to QQD000, QQD001, QQD002 within one budget, QQD003, QQD004 within another budget, QQD005 within another budgeting and QQD006, QQD007 and QQD008 all within another budget. All of these budgets relate to expenses associated and rolled up to the same cost center. Please provide a demonstration that shows how your system is able to accommodate these varying details.

4) When Heifer reforecasts the project budgets, there are times in which we would need to update a budget across multiple periods and/or years with multiple attributes. It is not uncommon for a new workorder that rolls up to a main project to be added to the project in the middle of the existing project. Also, there may be times when a workorder is expensed to additional awards or account numbers that it was not expensed to at the beginning of the project. For example, if a new project is started, we have an agreement with the donor that they would fund 50% of the new project, and Heifer General Funds will fund the remaining 50%. Then, midway into the project, another donor agrees to pay another portion of the project; thus reducing the future years of Heifer General Funds. Simultaneously, the project has had delays due to varying outside factors. We will have to reforecast the current and future years of the project to accommodate these revisions. Please show how we would update this project budget in your System along with any other information that you feel would be useful regarding Heifer Project Budgets.

D. Diagrams & Information

D.1 Posting and reporting attribute diagram



SubProject Workorder

QQD161000000	Enterprise account
IN0907HIIN00	Project Hatching Hope
MX0907HIMX00	Project Hatching Hope
XC0907HIXC00	Award
HPIAA000000000	Heifer General funds
CARGLL00XC0907	CARGLL/Hatching Hope

D.2 Agresso Currency Usage

Currency Amounts in Agresso

Value	Description
Curr.Amount	Transactional Currency - Currency that the donor requires reporting in/currency of transaction
Amount	Functional Currency (usually local currency but not always [EC, KH, ZW])
Amount 3	Euro (EUR) in most cases or other special reporting currency (ZW and KH)
Amount 4	US Dollar (USD) in all Clients

- **Period**
- **Amount Fields**
 - **Curr. Amount (cur_amount)** – Currency amount for a single transaction
 - **Amount (amount)** – Functional Currency (usually local currency), the currency the country or client operates
 - **Amount 3 (value_2)** – Euro (EUR) in most cases or other special reporting currency if setup
 - **Amount 4 (value_3)** – US Dollar (USD) in all clients.

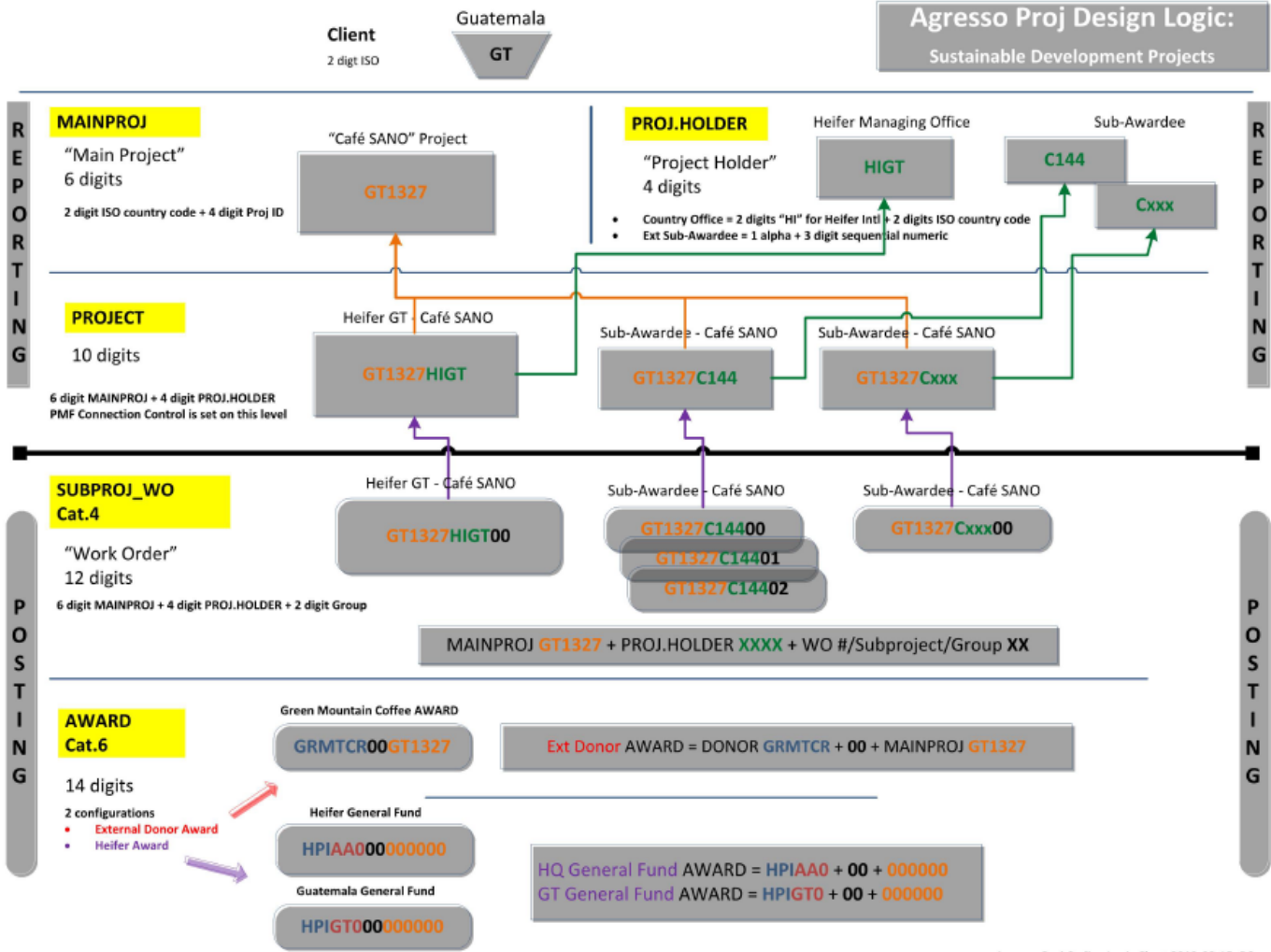
Client Name	Client nan	Departmer	Currency	Curr Amount	Functional Amount	Amount 3	Amount 4
United States	US	---	(us dollar)	Transactional	USD	EUR	USD
AA -Elimination/StatGap Client	AA	---	(USD payments only)	Transactional	USD	EUR	USD
India Project Management	I4	---	(rupee)	Transactional	INR	EUR	USD
Shared Wealth Ventures (LSE)	X2	---	(us dollar)	Transactional	USD	EUR	USD
Bangladesh	BD	BD0	(taka)	Transactional	BDT	EUR	USD
Cambodia	KH	KH0	(USD payments only)	Transactional	USD	KHR	USD
Cambodia LSE	K2	KH1	(USD payments only)	Transactional	USD	KHR	USD
Ecuador	EC	EC2	(us dollar)	Transactional	USD	EUR	USD
Ethiopia	ET	ET0	(burr)	Transactional	ETB	EUR	USD
Germany	DE	DE0	(euro)	Transactional	EUR	EUR	USD
Ghana	GH	GH0	(cedi)	Transactional	GHS	EUR	USD
Guatemala	GT	GT0	(quetzal)	Transactional	GTQ	EUR	USD
Haiti	HT	HT0	(gourde)	Transactional	HTG	EUR	USD
Honduras	HN	HN0	(lempiras)	Transactional	HNL	EUR	USD
India	IN	IN0	(rupee)	Transactional	INR	EUR	USD
India LSE	I2	IN1	(rupee)	Transactional	INR	EUR	USD
Kenya	KE	KE0	(shilling)	Transactional	KES	EUR	USD
Malawi	MW	MW0	(kwacha)	Transactional	MWK	EUR	USD
Mexico	MX	MX0	(peso)	Transactional	MXN	EUR	USD
Nepal	NP	NP0	(rupee)	Transactional	NPR	EUR	USD
Nepal LSE	N2	NP1	(rupee)	Transactional	NPR	EUR	USD
Nicaragua	NI	NI0	(cordoba)	Transactional	NIO	EUR	USD
Nigeria	NG	NG0	(naira)	Transactional	NGN	EUR	USD
Philippines	PH	PH0	(peso)	Transactional	PHP	EUR	USD
Rwanda	RW	RW0	(franc)	Transactional	RWF	EUR	USD
Senegal	SN	SN0	(CFA franc)	Transactional	XOF	EUR	USD
Tanzania	TZ	TZ0	(shilling)	Transactional	TZS	EUR	USD
Uganda	UG	UG0	(shilling)	Transactional	UGX	EUR	USD
Vietnam	VN	VN0	(dong)	Transactional	VND	EUR	USD
Zambia	ZM	ZM0	(kwacha)	Transactional	ZMW	EUR	USD
Zimbabwe	ZW	ZW0	(USD Payments only)	Transactional	USD	ZWD	USD

D.3 Project Types

Attr.value	Description
10	HQ Operations
20	Hosted Positions in Country Office
30	CO OPS Bench - Not Allocated
35	CO OPS Allocated Shared Costs
39	CO Forex - Unrealized Gain/Loss
50	Livelihoods Project
52	Research & Prototype (With Results Framework)
60	Research & Prototype (NO Results Framework)
65	Disaster Relief (No Results Framework)
69	Other (No Results Framework)
80	Impact Capital

Period	Description
202200	Opening Balances
202201	July 2020
202202	August 2020
202203	September 2020
202204	October 2020
202205	November 2020
202206	December 2020
202207	January 2020
202208	February 2020
202209	March 2020
202210	April 2020
202211	May 2020
202212	June 2020
202213	YE Adjustments

D.4 Project Diagram



E. Investment Summary Table

Description	Qty	Per Unit Cost (Annual)	Total
FP&A Cloud Platform			
Administrative Users	5		
Business Users	80		
Read Only Users	100		
Annual Maintenance	Annually		
Installation Cost	1		
Training Fees			
Misc. Other Costs/Fees			

Please provide the information above for the first year through the 4th year of use. Also provide the suggested Heifer staff required for implementation and for general operations of the System.