1. Can you please let us know what are the business drivers which lead to the issuance of RFP for assessment?

- Ensure accuracy of design of Finance (FIN) & Supply Chain (SC) transactions to financial accounting entries -- business process alignment
- Desire to reduce FIN & SC erroneous transactions that prevent timely Account Period Close
- Complexity of correcting erroneous FIN & SC transactions
- Ensure optimal practices and best business practices

2. Can you please elaborate the pain points, issues, key gaps which you see in the current Oracle SaaS Cloud application?

The Scope of Work articulates the scope of functional review. CRS will provide its detail list of current challenges at the initiation of the project.

3. Can you please let us know the top 3 business functions which have the largest pain points/gaps?

The Scope of Work articulates the scope of functional review. CRS will work with the selected vendor to prioritize the areas of focus at the beginning of the project. Due to the integrated nature of the in scope modules, we need the selected vendor to provide a full assessment.

4. Is it possible to share a list of support tickets over the past 3 months so as to get a better insight on the health & stability of the Oracle Cloud application?

It is not possible for CRS to provide this information. CRS can make this available to the selected vendor within the project. Support tickets would not provide the detail sought without proper context.

5. Can you please provide the current organization structure? How many ledgers, business units are currently configured in the current system?

We have approximately 60 Active Business Units. We have a primary centralized general ledger that interfaces to a reporting ledger for each Business Unit. We also have subledgers supporting the various financial modules (payables, receivables, PPM, Fixes Assets, Supply Chain, Employee Expense).

6. How many inventory holding sites/locations does your organization manages?

Count of Inventory Orgs: 120
Count of SC Locations: 120

7. How many countries are currently configured in Oracle Cloud?
Approximately 60 countries. Each country is its own Business Unit. Some additional outreach countries (approximately 15) are also supported through the primary business units. We currently have 21 countries for SCM (Supply Chain Management).

8. Can you please provide a high level count of users by business functions (Projects, Payables, Procurement etc.)

Fusion Financials – 600  
Project Financials – 360  
Project Contract Billing – 120  
Grants – 50  
Purchasing – 890  
Self-Serve Procurement – 890  
Inventory – 700  
EPBCS – 800  
HCM – 8,000  
Recruiting – 8,000  
Time, Labor Absence – 5,000  
Project Management - 725

9. What geographical areas and users participation needed for assessment & discussion to understand pain-points & gaps?

Organizationally, SC is setup as a three-tier model: Headquarters, Region, Country. Thus, we will identify representatives from all tiers with specialties in Procurement, Inventory Management, operational support, and technical and functional systems.

Finance has deployed all modules globally. CRS team members will be participating from both the US and Field offices.

10. Can we consider Baltimore as the base location from a time zone perspective to plan for coverage from remote locations? We are assuming that all discovery sessions, meetings will be planned based on EST Time zone.

Baltimore is the base location from a time zone perspective to plan for coverage from remote locations. Discovery sessions will be planned based on the US Eastern time zone.
11. We are assuming English will be language of communication. Please confirm on the same.

   Confirmed – English will be the language of communication.

12. Can you please provide the integration list and integration diagram?

   Please see attached Project Insight Subway Map and To Be and Data Landscape

13. Do you have any customization in PaaS which you would like to assess and investigate? If yes, can you please provide details?

   The data flow from the SC modules to the Finance modules (especially PPM) needs to be reviewed. Additionally, there are approximately eight extension that span SCM and Finance that may require review; in particular, our labor cost allocation process requires an extension and would be included in the gap assessment.

14. Are there any 3rd party applications critical for CRS & integrated with Oracle SaaS Cloud that need to be part of this assessment?

   None for SC and none for FIN.

15. Can companies from outside the US (for example, India or Canada) be awarded a contract?

   Yes – The selected company may be from outside the US. US based companies are free to staff the project with overseas staff.

16. Does the selected vendor need to physically go to CRS HQ for meetings?

   CRS anticipates that this project may be executed and completed remotely. CRS may request meetings at CRS Headquarters in Baltimore. Vendors need not project travel costs in their price proposal.

17. Can the tasks be performed outside of the US (for example, in India or Canada)?

   Yes - tasks be performed outside of the US.

18. When did you go-live with Oracle ERP and SCM Cloud (date and Oracle version)?

   April 2020 for Finance for all countries. April 2020 for eight countries for SC. By November 2021, 13 additional countries were enabled for SC.

19. Are all the regional offices running on Oracle ERP Cloud?

   We have deployed Oracle ERP Cloud worldwide. Some functionality is running in an interim state within SCM and Finance functions related to payroll. CRS plans to have those interim state processes retired within the next 18 months.
20. Where are the key business users located ("CRS subject matter experts for each business function", RFP page 6)?

Key business users include both HQ based and country program-based staff. The subject matter experts will be available to support the gap analysis during US Eastern Standard Time hours.

21. Do you still run Oracle HCM Cloud and could you confirm that HCM is not in scope for this assessment?

Core HCM is not in scope for this assessment. Finance activities related to payroll are within the scope of this effort.

22. Do you run Oracle EPM Cloud and could you confirm that EPM is not in scope for this assessment?

We do run Oracle EPM Cloud, and confirm that EPM is not in scope for this assessment

23. Do you have a third party managed support vendor today or is application support handled in-house?

Application support is handled both in-house and with third party managed support.

24. What are the 'pertinent RICE objects' that should be considered in scope (RFP page 6)?

Review of RICE objects should be limited to:
For SC:
   Sub Ledger Account Reconciliation Report
   On-Hand Inventory Report

For FIN:
   Labor Costing Allocation Extension
   Fringe Benefit Allocation
   Cost Allocation Tool
   Importing Gain or Loss Currency Conversion

Other RICE may come into scope as applicable.

25. Which 'boundary systems' should be considered in scope (RFP page 6)?

Vehicle Management System – Microsoft Access database with visual basic front end, Use of output
Dell Boomi – Integration not satisfied by Oracle Fusion

Other boundary systems may come into scope as applicable.

26. How many users are licensed by Oracle module?

Fusion Financials – 600
27. How many ledgers are defined in Oracle GL?

We have a primary centralized general ledger that interfaces to a reporting ledger for each Business Unit. We also have subledgers supporting the various financial modules (payables, receivables, PPM, Fixes Assets, Supply Chain, Employee Expense).

28. How many Business Units are defined for Oracle AP, AR, and Projects?

We have approximately 60 Active Business Units. We have a primary centralized general ledger that interfaces to a reporting ledger for each Business Unit. We also have subledgers supporting the various financial modules (payables, receivables, PPM, Fixes Assets, Supply Chain, Employee Expense).

29. How many Inventory Organizations and Inventory Items are defined in Oracle Inventory Management?

Count of Inventory Orgs: 120
Count of Items in the Item Master: 4895

30. How many Asset Books and active Assets are defined in Oracle Assets?

One Asset Book, 3140 Assets in Fixed Assets Inventory

31. How many active Projects do you have in Oracle Projects?

As of 3/11/2022, there are 4110 total active projects in Oracle. Of the 4110:
- 1352 projects are sponsored (direct beneficiary programs funded by our donors)
- 2758 projects are non-sponsored (internally funded)

32. Do you have any additional Languages installed in the application?

Our ERP application is English; we have tentative plans to roll out Spanish, French and Arabic.

33. Could you identify the 'boundary modules' for Oracle Projects (RFP page 7)?

For Finance, GL and AR are the primary boundary module for PPM. None for SC.
34. Could you provide more details on your requirements for 'Restricted Fixed Asset Accounting' (RFP page 7)? How do you segregate these today, earmark to specific projects, etc.?

CRS uses contract numbers to segregate funds that are restricted for grants or specific purposes. For fixed assets related to a grant or other specific purposes, the accounting requirement is to fully expense the cost of the fixed asset purchase for donor reporting, but for financial reporting, the GAAP accounting requirement is that the fixed asset is depreciated (not fully expensed at time of purchase). We have a process to do this using Oracle PPM & GL and specific project number to segregate the depreciation expense for these fixed assets so it is not part of donor reporting. One improvement we are hoping to implement is how to classify both the restricted fixed asset cost and accumulated depreciation in the same category, as currently one is included in unrestricted and one is included in temporarily restricted in the trial balance.

35. The RFP states that Project Insight is live in CRS Locations Globally
   a. Are all modules live in all locations? If not, can you please specify which modules are live in which locations?
      The SC Procurement, Inventory and Costing modules are enabled for 21 CRS countries.
      FIN is live globally.
   b. Are there any functions still being rolled out, if so what?
      The above-mentioned modules are currently being enabled for the remainder of the CRS countries.
   c. Are any locations still on JDE?
      No

36. RFP asks for expertise in Non-Profit organizations, does the experience have to be with Oracle Cloud or could it be JD Edwards/EBS for the Non-profit and Oracle cloud in other ERP/SCM companies?

   Oracle Cloud experience is required for this gap assessment, but that experience does not necessarily need to be non-profit. Suppliers should share all applicable Non-Profit experience. Refer to the RFP for the explanation regarding Oracle Cloud and Non-Profit experience.

37. As part of the assessment should the vendor assess, in scope integrations (boundary systems are noted)? If yes, how many are what are the systems?

   Please see provided To-Be and Data Landscape Diagram and Project Insight Subway Map.

38. Are there any PaaS extensions that need to be reviewed? If yes, how many?

   The data flow from the SC modules to the Finance modules (especially PPM) needs to be reviewed. Additionally, there are approximately eight extension that span SCM and Finance that may require review; in particular, our labor cost allocation process requires an extension and would be included in the gap assessment.

39. Does CRS have a current implementation partner engaged at this time? If so, who is it?
CRS currently has several implementation partners supporting specific ERP functions. The selected supplier will engage with those partners as part of the gap assessment. CRS asks that suppliers note any implementation partners that they would not be able to engage with as part of this gap assessment.

40. What is the status of all the conversions and/or interfaces related to the cloud effort and original implementation?

Some conversion activities (primarily manual) occur as additional country programs are brought on to full SCM functionality. The major conversion activities were completed during the go-live in April 2020.

41. Is there a timeline that CRS is operating under for the completion of their transformation to Oracle Cloud?

Release 3 of our ERP implementation is targeted for an October 2022 deployment. This will bring all of our country programs off of the interim state labor cost allocation process, and will bring additional countries into full SCM use. Release 4 will bring all remaining countries into SCM and is targeted for December 2023.

42. Has an internal gap assessment been completed? And if so, will it be shared as part of the project?

An internal, preliminary gap assessment has been completed, and will be shared as part of the project.

43. Is there existing documentation for all As-Is End-to-End business processes you want reviewed?

Yes.

44. Is the currently implemented solution based on a globally common template, or are there variances in how the tool is used by location or region?

For purposes of the gap assessment, the review will focus on the globally common template.

45. In section 3.1 (In-Scope Business Processes) CRS listed Procurement and Procure-to-Pay separately. How does CRS differentiate between these two processes?

Procurement refers to all aspects of the acquisition process whereas Procure-to-Pay refers to the process within procurement that is completed once sources for goods or services are acquired.

46. Does CRS have a set of success measures/KPIs that CRS will use to measure the success of the requirements (e.g., for improved flexibility, or for reduction of reliance on manual processes) for improvement of efficiency of business processes and scenarios? If some goals are not quantitative, what other means will CRS use to determine if the results of the assessment are successful?
47. What is the expected format of the bidder’s RFP response, e.g., MS Word, MS PowerPoint presentation, Adobe PDF or the combination of them?

CRS suggests that bidders submit proposals in Adobe PDF and Word. CRS will take this opportunity to remind bidders that offerors are required to submit two proposals, electronically, one a technical proposal and the other a cost proposal.

48. What is the enterprise/legal structure of CRS that will considered in Scope for the gap assessment? Can we please get the overall enterprise structure diagram/hierarchy?

See response to question 5

49. What is CRS's current COA structure?

Please see attached COA.

50. Does CRS also use HCM modules? (this may have an impact on gaps in other areas within PPM & ERP in general)

Core HCM is not in scope for this assessment. Finance activities related to payroll are within the scope of this effort.

51. Can CRS please share a high level IT footprint/architecture depicting the various boundary systems with ERP/PPM etc, if applicable? (required for data quality/dependency assessments?)

See answer to Question 12.

52. How many asset registers/asset books are deployed within CRS systems? Are the any regional localizations applicable?

See answer to Question 5. There are no regional localization applicable.

53. Will CRS have staff dedicated to work with our team? If so, can you provide role and level of time dedicated to the project?

CRS staff will be dedicated to work with the selected supplier.

54. Are all current state processes documented?

Yes.
55. Can you describe the types of documents available from the implementation? For example, things like user stories, requirements, configuration rationale, training materials, issue logs.

CRS has documentation that includes user stories, requirements, configuration rationale (we call these documents “Key Design Decisions”), training materials and issue logs.

56. Does CRS have budgetary controls in ERP? Does budget get allocated on the basis of projects or mission?

Yes. CRS has budgetary controls in ERP, synced with our ePBCS application.

57. RFP states CRS has an unusual practice of prepayments which is not supported by oracle? Can you please clarify?

Our prepayment amounts will extend up to 100% of the Purchase Agreements. The Purchase agreements are not fixed to the line items as part of the agreement. Oracle matching of prepayment invoice to a purchase order restricts to a line level and not the overall prepayment invoice/purchase order combination. Therefore we are not able to fully apply prepayment against received goods/invoices, and ERP will attempt issue payments when not appropriate.

58. Does CRS use grants management module in PPM/Financials?

Yes.

59. What kind of projects are usually carried out in PPM? is it just capital & internal projects or is every mission/Parish/school assigned a project?

CRS manages both internal and external projects in PPM.

As of 3/11/2022, there are 4110 total active projects in Oracle. Of the 4110:
- 1352 projects are sponsored (direct beneficiary programs funded by our donors)
- 2758 projects are non-sponsored (internally funded)

60. Does CRS use Contract billing for billing/revenue recognition against projects?

Yes. However, receipts are made in advance of invoice, so automated matching is a challenge.

61. Are there any regulatory/reporting compliances applicable for which considerations need to be made, for this assessment?

CRS has internal Supply Chain and Finance policies. They are standard policies for an international NGO funded by several large government donors.

62. Would CRS have design/specs document for existing reports that help understand the logic used for building those? (in case the existing reports need to be modified)

Yes.
63. Are there any specific customizations done within the ERP to fulfill any particular requirements?
   Yes.

64. What costing method is used in CRS? Is the costing model/costs common across inventory orgs?
   FIFO, common across inventory orgs.

65. Is CRS using in-memory costing or landed cost management models?
   No.

66. Can you please elaborate the modules used in Procurement? Is it purchasing only (RFQ, PR, PO) or does CRS also use supplier portal, supplier onboarding/evaluation etc. in ERP?
   CRS utilizes Agreements, Requisitions and Purchase Orders within the Procurement module of the ERP.

67. Is the overall Value Chain (or SCM) pertaining to trading items only in CRS or is there any rebranding, repackaging or any other value addition from CRS end?
   Some repackaging, reconditioning and in-house production and assembly for shelter and construction projects may be performed.

68. Which receipt accrual methods are used in various CRS entities? Does it vary by region? (receipt accrual or period end accruals?)
   We only accrue upon receipt or upon invoice.

69. Does CRS have a global/centralized procurement model? Or is it decentralized?
   CRS procurement is hybrid, and is both centralized and decentralized. The scope of the effort is to configure our processes and associated SCM configuration to optimize overall SCM performance.

70. Can we submit the proposals via email?
   Yes. Please see page 4 of the Request for Proposals.