Introduction to Catholic Relief Services

Headquartered in Baltimore, Maryland, Catholic Relief Services (“CRS”) eases suffering and provides assistance to people in need, without regard to race, religion or nationality. CRS has more than 7,000 staff based in the United States and Overseas. Overseas, CRS organizes its operations at the country-level into Country Programs (CPs), and at the regional-level into Regions.

CRS works through the following seven regional offices:
- East Africa Regional Office (EARO)
- East and South Asia (ASIA)
- Europe, Middle East, and Central Asia (EMECA)
- Central Africa Regional Office (CARO)
- Latin America and Caribbean Regional Office (LACRO)
- Southern Africa Regional Office (SARO)
- West Africa Regional Office (WARO)

CRS also works through regional offices within the United States to support Catholic individuals, parishes and dioceses as they strive to live their faith in solidarity with the poor and make decisions as consumers, voters and advocates to promote more just and peaceful societies. In the U.S., CRS carries out the social mission of the Church with 8.5 million Catholics in 14,337 parishes, dioceses and schools.

Objective

CRS seeks to have an external consultant:
- review CRS processes, system configuration, data flows, etc
- identify gaps, inefficiencies, and root causes of pain points in the alignment between supply chain and finance policies and modules impacting end-to-end processes, system design and configuration, and native Oracle capabilities, limitations, and anticipated product enhancements
- provide recommendations for alignment and optimization

Background

In late 2016, CRS entered into a contract with Oracle to replace and transform the in-scope business processes by deploying Oracle’s suite of cloud-based applications.

Through this RFP, CRS is seeking a partner to provide a detailed gap assessment of our current business Finance and Supply Chain Business processes and determine how CRS should proceed to address these gaps. Suppliers will bring the requisite experience, best-practice, and industry-skilled practitioners to support this gap assessment, which will include a review and recommended updates to our current Oracle Cloud ERP configuration.

Statement of Work (SOW)

Please refer to Annex A for the Statement of Work.
Bid Requirements and Evaluation

Bids will be evaluated as follows:

1. Responsiveness (pass/fail). All bids must meet the following mandatory requirements:
   a. The bid is received by the last bid receipt deadline in the RFP.
   b. The bid is signed.
   c. The vendor demonstrates proof of experience configuring and analyzing implementations of finance and supply chain modules in Oracle Cloud ERP.
   d. The vendor demonstrates proof of legal status (e.g.: Articles of Incorporation, Certificate of Status, etc).
   e. The vendor discloses any existing or potential conflict of interest with CRS staff in writing.
   f. The bid includes a brief description of the company, with appropriate reference to any parent company and subsidiaries.

2. Technical Evaluation – technical proposal review
The proposal should have a section addressing each of the following areas:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Comments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications, Experience, and References</td>
<td>The Supplier demonstrates successful, directly relevant experience within the activity scope. The Supplier demonstrates expertise in both Finance and Supply Chain functional areas. Experience with other global NGOs and other non-profit organizations is especially desirable. As noted in the RFP, proposals should include at least two references who have done work of a similar size and scope. References must include an individual name, company name, title, email, and phone number.</td>
<td>20</td>
</tr>
<tr>
<td>Methodology, Quality, and Impact</td>
<td>The Supplier lays out a purposeful and compelling approach that demonstrates a clear understanding of the objectives of the SOW, with a clearly defined project roadmap, supported by robust research and engagement with subject matter experts and users. The proposed activities address CRS needs across people, process, and technology, including expeditiously supporting global deployment of the recommendations. The Supplier’s plan minimizes risk and disruption to CRS business communities.</td>
<td>20</td>
</tr>
<tr>
<td>Relationship Commitment</td>
<td>The Supplier’s proposal demonstrates the desire to be a strategic partner and work collaboratively with CRS though contracting, activities, and ultimately, a detailed roadmap with recommended improvements.</td>
<td>10</td>
</tr>
</tbody>
</table>

After the technical evaluation, a total of 50 points will be assigned to each bid. Bids must obtain a minimum score of 35 to move to the next evaluation stage.

3. Technical Evaluation – proposal presentation
The bidders with the highest score will be requested to give proposal via a live online meeting to CRS bid committee members. Presentations should include the following content:
• Presentation of use cases
  ➢ CRS seeks to learn about the supplier’s similar projects and results. Projects with non-profit agencies and/or global reach are of particular interest for CRS.

• Project approach
• Walkthrough of proposed project plan
• Staffing
  ➢ Introduction of key personnel
  ➢ How the supplier manages project staffing due to potential staff turnover and other reasons
• Differentiation
  ➢ The supplier should share differentiating features when compared to other bidders.

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<thead>
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</thead>
<tbody>
<tr>
<td>Supplier command of proposal content</td>
<td>The supplier’s presentation should show confident command of the proposed gap assessment as provided in the written proposal. The presentation should convey the supplier’s conspicuous expertise in assessing CRS Finance and Supply Chain processes and current ERP configuration.</td>
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</tr>
<tr>
<td>Clear and concise response to questions</td>
<td>CRS seeks clear and logical responses to any questions about the supplier’s proposed gap assessment plan.</td>
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<tr>
<td>Participation of proposed key personnel</td>
<td>CRS prefers that the staff proposed in the supplier’s response actively present and participate in the presentation</td>
<td>5</td>
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</table>

After the technical evaluation, a total of 25 points will be assigned to each bid. Bids must obtain a minimum score of 15 points will move to the next evaluation stage.

4. Financial Proposal

The proposal with the lowest price will be awarded 25 points.

5. Final score

Technical proposal score + financial proposal score = total score

The bidder with the highest total score will be awarded the contract.

Clarifications
Bidders are strongly encouraged to submit any questions or need for clarification via e-mail to corinne.shutack@crs.org no later than 5:00pm EST on March 9, 2022. The solicitation number indicated above must be included in the subject line. CRS is under no obligation to respond to questions that are not received prior to the aforementioned deadline.

Proposal Deadline
All proposals must be received by CRS no later than 5:00 PM EST on March 30, 2022.
**Bid Submission**
Offerors will be required to submit two proposals, electronically, one a technical proposal and the other a cost proposal. Proposals must be submitted by email to corinne.shutack@crs.org, and the solicitation number indicated above must be included in the email subject line.

**Chronological List of Proposal Events**
The following calendar summarizes important dates in the solicitation process. Bidders must follow these deadlines.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>RFP Launch</td>
<td>March 2, 2022</td>
</tr>
<tr>
<td>Questions from Bidders due</td>
<td>March 9, 2022</td>
</tr>
<tr>
<td>CRS Responses Distributed to All Bidders</td>
<td>March 14, 2022</td>
</tr>
<tr>
<td>Proposals Due to CRS</td>
<td>March 30, 2022</td>
</tr>
<tr>
<td>Notification of Shortlist Status to all Bidders</td>
<td>April 13, 2022</td>
</tr>
<tr>
<td>Bidder Interviews</td>
<td>April 25-29, 2022</td>
</tr>
<tr>
<td>Final Selection Announced</td>
<td>May 13, 2022</td>
</tr>
</tbody>
</table>

The dates above may be modified at the sole discretion of CRS. Any changes will be published in an amendment to this RFP.

**Bid Validity**
Proposals must be valid for at least ninety (90) days from the Date of Receipt.

**Modification**
If at any time prior to award CRS deems there to be a need for a significant modification to the terms and conditions of this RFP, CRS will issue such a modification as a written RFP amendment to all competing offerors. No oral statement of any person shall in any manner be deemed to modify or otherwise affect any RFP term or condition, and no offeror shall rely on any such statement. Such amendments are the exclusive method for this purpose.

**Resulting Award**
Single contract: As a result of this solicitation, CRS anticipates engaging a single independent contractor or company. Any resulting contract will be subject to the terms and conditions contained in Annex B.

**Payment Terms**
CRS anticipates entering into a Master Service agreement with the selected vendor payment will be net 30 after submission of invoice.

**Proposal Acceptance and Rejection**
CRS is not bound to accept the lowest or any proposal and reserves the right to accept any proposal in whole or in part and to reject any or all proposals. CRS shall not be legally bound by any award notice issued for this RFP until a contract is duly signed and executed with the winning offeror.

**Terms**
CRS reserves the right to cancel this solicitation at any point and is under no obligation to issue a contract as a result of this solicitation. CRS will not reimburse any expenses related to the preparation of any proposal related materials or delivery.
ANNEX A: STATEMENT OF WORK

1. Introduciton

1.1 BACKGROUND

CRS is undergoing a significant business process and information systems transformation initiative in its finance, human resources, and supply chain functions and is implementing Oracle Cloud ERP (“ERP” or “ERP Solution”) software to enable these changes (“Project Insight”). As donor expectations and behaviors expand and evolve, CRS recognizes that its skills, processes, and technology must evolve to better support these needs. To accomplish this, CRS is standardizing processes and technology across CRS, thereby minimizing the need for costly and complex customized approaches within country programs and business units. The key program goals include:

- Delivery and adoption of enhanced business capabilities required to enable agency sustainability and world-class donor experiences delivered through a technology platform that provides integrated, cross functional data
- Improved flexibility and scalability to support ongoing domestic and international growth and changing aid delivery models (e.g., use of partners and sub-recipients to deliver aid)
- Reduced reliance on manual processes to improve agency sustainability
- Implementing the ability to leverage timely and accurate enterprise information to allow data driven decision making
- Deployment of a technology platform that can evolve, via updated commercial off-the-shelf software releases, to support new aid delivery models and future changes in donor expectations

Additionally, CRS has implemented the Oracle Cloud ERP system, to deliver:

- An integrated, global, finance, human resources, and supply chain ERP system
- Enterprise-wide visibility for in-scope information
- Accurate integrated data to meet decision-making, reporting, and donor requirements
- Standardization and automation of CRS’ most important processes
- Greater efficiency and effectiveness of CRS’ support processes to mitigate operational risks
- A single source of truth for finance, human resources, and supply chain data
- Minimized system maintenance effort
- Standard processes and practices to enable staff to focus on differentiated work rather than performing support processes and administrative activities

The Oracle Cloud applications are now in production, and CRS is requesting Services as described herein to enhance implemented system.
2. **Approach and Methodology**

For purposes of this SOW, Contractor will provide a recommended services delivery model. CRS will be responsible for overall governance of work activities, prioritization of tasks, and managing interaction with CRS stakeholders. Contractor will manage its team members to perform the assigned Services according to CRS priorities. The contractor should provide experts in all relevant finance and supply chain modules.

3. **Scope of Services**

The scope of Services provided to CRS consists of assistance with scope components defined in this section. The language for all Services in the scope of this SOW is English.

3.1 **In Scope Business Processes**

At the direction of CRS, Contractor will provide a comprehensive assessment and plan to optimize current state functional and technical process, design, and system configuration of and in between the following business functions:

- Procurement
- Inventory Management
- Supply Chain Costing
- End-to-end Procure to Pay process
- Accounts Payable
- Fixed Asset Management
- Project Portfolio Management
- Accounts Receivable
- Employee Expenses

The assessment will incorporate automated and manual process steps and boundary systems associated with CRS’ Insight system (Oracle Cloud). References to be reviewed include the system itself, as well as all reference guides, job aids, policy and process documents, and system update memos. This review should be supported by interviews with CRS subject matter experts for each business function.

3.2 **In Scope Systems**

For purposes of this SOW, the In Scope Systems are as defined by the Oracle Cloud solution implemented as part of Project Insight, and its associated systems, pertinent RICE objects (RICE: Reports, Integrations, Conversions and Extensions), and boundary systems as assigned by CRS. The modules to be evaluated include:

1) **Finance**
   a. General Ledger
   b. Cash Management
   c. Accounts Payable
   d. Accounts Receivable
   e. Labor Cost Allocation
   f. Project Portfolio Management (PPM)
   g. Fixed Assets
h. Employee Expense

2) Supply Chain modules:
   a. Procurement
   b. Inventory
   c. Costing

CRS’s initial priorities are within the Oracle Cloud modules. The gap assessment may include key boundary systems but should focus primarily on end-to-end processes supported by the Oracle Cloud ERP.

3.3 Geographic Scope

Project Insight is now live in CRS locations globally. Contractor agrees to perform Services from its remote work locations consistent with this SOW irrespective of the geographic location for which CRS assigns such Services. Contractor agrees to engage CRS HQ, Regional and Country Program staff from the Contractor’s remote work locations at the direction of CRS to complete its assessment.

3.4 Project Activities and Deliverables

3.4.1 Activities and Responsibilities

The gap assessment and recommendation may include but is not limited to the following activities:

- Discovering, mapping, and validating current state process, design, system configuration, and data flows between ERP modules, boundary applications and manual process steps. Identifying any gaps in the process and supporting data flows.
- Reviewing CRS processes related to in-scope functions and applications; examples of focus areas include:
  - Review of PO receipt to invoice matching
  - Review of data flow from SCM Costing Module to PPM Module
  - Review error correction process’ impact on supply chain and finance modules (example: corrections made after a closed period or after invoice close)
  - Review mapping sets between supply chain and finance modules and provide recommendations for improvement
  - Assessment of system activity tracking for audit support in our country programs
  - Review design customizations vs out-of-box capabilities, including Oracle quarterly updates, to identify areas where original design is precluding optimization
  - Review of Processing Employee Activities outside of Labor Costing and Employee Expense
  - Review of Fixed Asset module, including Restricted Fixed Asset Accounting
  - Review of Billing, Invoicing and Matching process
  - Review of Project Portfolio Management processes, including burdening, revenue recognition, and data flow to boundary modules
  - Review of Accounts Receivable processes, including issuing receipts, recording refunds, invoicing, and matching invoices to receipts
  - Review our unusual Prepayment Process (essentially advancing vendors the full amount/in installments after receipts, which is not Oracle expected practice)
  - Review existing operational reports and identify additional reports, as well as enhancements to existing reports, to address operational needs
Assessment of data integrity between different sub-ledgers, and between sub-ledgers and the general ledger
Assessment of system’s ability to create trial balance for awards by award currency and award timelines
Review of priority integrations between Oracle Cloud modules and boundary applications (which may include Salesforce)

- Identify gaps, inefficiencies, and root causes of pain points in the alignment between supply chain and finance policies and modules impacting end-to-end processes, system design and configuration, and native Oracle capabilities, limitations, and anticipated product enhancements
- Based on the identified gaps, provide recommendations for alignment and optimization
- Identify and provide KPI’s to measure expected optimization outcomes
- Prioritize recommendations
- Provide roadmap to address prioritized gaps, with estimates of resources (staff and services) and timelines to implement top-ten optimization efforts

CRS will work with the Contractor identified in Section 7.1.1 to assign and prioritize all Contractor Personnel activities.

This listing of activities is not exhaustive or inclusive of each and every activity that may be performed over the course of this SOW. It is anticipated that activities may be added, deleted, or modified to the extent necessary to provide the services, provided the activities are within In Scope Systems identified in Section 5.2 (In Scope Systems). Any added or modified activities that involve Contractor assignment to management or leadership tasks must be expressly approved in writing by each Party Representative prior to commencement.

Conflicts and issues that arise from the assignment of activities to Contractor Personnel will be handled through the Escalation Procedure as identified in the MSA or this SOW.

3.4.2 DELIVERABLES
The deliverables below represent a suggested set of documentation that provides CRS with understanding of our current gaps, and a plan to address those gaps. The contractor may submit in their proposal an alternate set of deliverables that meets these objectives. Required deliverables are noted.

The assessment and recommendation project may include but is not limited to the following:

- Project charter, including required level of effort required by CRS (Required)
- Validated current state functional process, technical design and configuration, and data flow mapping
- Perform Value Stream Mapping on CRS core processes (to be identified by SCM and FIN) to identify inefficiencies and provide recommendations for optimization (Required)
- Prioritized listing of identified functional process, technical design and configuration, and data flow gaps
- Gap Assessment on policies, end-to-end processes, system design and configuration, and native Oracle capabilities: Gap disposition recommendations (including options with pros and cons evaluation) with KPI’s to measure outcomes and estimate of expected impacts of those outcomes (for example, cost and/or time savings) (Required)
- Weekly project update (Required)
- Weekly contractor timesheet summary (Required)
- Report with recommended solutions, with estimated staffing and service requirements to implement solutions, as well as estimated timelines (Required)
- Provide data flow maps between modules and identify any gaps in the data flow. Establish minimum data sets that need to be seen by both supply chain and finance staff in order to properly facilitate transactions and make decisions (Required)
Catholic Relief Services’ Standard Terms and Conditions can be found at http://crs.org/vendor-terms/vendor-terms.pdf, or obtained from CRS upon request, and are binding as applicable under local law.