Invitation to Tender

Project: Finance System

Reference Nr: 21-11

Buyer: Läkare Utan Gränser, org. Id. 802017-2360

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Definitions

ITT: Invitation to Tender

Tender process: The time period commencing from the invitation to tender to the tender award decision

Tenderer(s): The system provider or its partner

Section 1: Basic information about MSF

MSF in brief

Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gende r or political affiliation.

MSF in Sweden

The Swedish section of MSF, founded in 1993, has four main areas of activity:

- Fundraising
- Recruitment and deployment of field workers
- Awareness-raising
- Support to the field activities through the innovation and evaluation units.

MSF Sweden raises money through donations and in addition recruits field workers, as well as forms public opinions. We inform the public, politicians, media and experts on the lives of the people we meet in the field. For more information about MSF please visit our website.

Section 2 : Background information for System provider

MSFs ability to raise money, engage members and give a sense of value to its donors and recruit volunteers is dependent on the ability to efficiently raise, collect, and distribute donations. A transparent organization is key to build organizational efficiency and maintain trust to its stakeholders. Defined processes, responsibilities, data sharing and efficient use of supporting technologies are needed to achieve this.

MSF is currently investing in modernization of its technical infrastructure with ongoing implementation of new CRM and data integration tools, new processes and ways of working. These projects affect the current finance and payroll capabilities. A pre-study has been conducted where the recommendation is to take the opportunity to elevate the financial capabilities as part of the major overhaul of the digital infrastructure of MSF. This adds benefits in data management and security, efficient processes and workflows and more comprehensive financial reporting, budgeting and analytics capabilities.

The current situation is that MSF Sweden has access to large amounts of data but the data is disparate, stored in silos in different systems and formats. MSF Sweden is in a challenging situation where strenuous amounts of administration is required to transfer data and information between systems and functions in order to provide operational reports and insights, and ability to fast adapt to changing needs for fundraising. The focus is now on elevating the capabilities of the crucial Finance system and that it also becomes a part of the integrated, efficient and transparent infrastructure of MSF Sweden.

Project Goals

Find and decide on a new finance/ERP platform that will help MSF Sweden establish a modern and efficient finance operation, in line with the ambition to be an open and transparent organization with documented decisions.

The overall project has 3 effect goals:

1. Provide a long-term solution that delivers the capabilities necessary to ensure that MSF Sweden's objective can be met and that MSFs financial goals can be reached or exceeded in order to deliver necessary to enable MSF to save lives.
2. Remove internal information silos with the aim to create 360° views and transparency of stakeholder relations, financial results and become a more data driven organization that empower the different departments.
3. Increase organizational efficiency with fewer manual, repetitive, administrative processes and more efficient flow of data and information throughout the organization.

Second level goals

- Heavily decrease the amount of manual administration and limit the key individual dependency to create a more sturdy and secure organization.
- Eliminate the need of business dependent Excel sheets for budget, follow up and reporting.
- One integrated cloud based solution and preferably encompassing system for finance and HR.
- Automatic data transfer between central systems
- Facilitate faster change rate within the organization and decrease time to market for new campaigns and initiatives.

Prerequisites

Technology Environment

The technology environment is in a state of change with multiple ongoing technology infrastructure projects that are ongoing. In this section we will look closer at the current state finance system, what the planned changes are and what the technology landscape will look like, based on current information.

This tender will seek to replace an existing on-premise solution with Visma that has served the organization well for the last 10 years.

Current Finance System

The current Visma products is primarily used for Finance management and payroll. The current solution consist of 5 different main products and 4 additional products/modules:

System	Main Purpose	Environment
Kofax Readsoft	- Invoice scanning	On prem
Visma Autopay	- Bank payments	Cloud
Visma Insikt	- Budget, follow up	Cloud
Visma DCE	- Document center for invoices and approvals	On Prem
Visma Control	- Accounting	On Prem
Visma Contract	- Contract management add-on	On Prem
Visma Lön	- Salary management	On Prem
Visma stämpla	- Time reporting product	On Prem
Visma reseräkning	- Expense management	On Prem

Ongoing infrastructure projects

Several technical infrastructure projects have been launched in order to modernize with the aim to better serve current and future supporters. This involves:

1. Moving away from the bespoke CRM/Transaction management system Charity to Salesforce NPSP with Clarity banking app. Expected to go live mid Q1 2022
2. Implementation of Minitab Connect as iPaaS/Data management solution. Expected to go live Q3, 2021
3. Moving to Salesforce Marketing Cloud for marketing automation and email newsletters. Expected to go live mid Q1 2022
4. Implementing OneTrust for privacy, security and third-party risk management. Expected to go live Q4, 2021

The Minitab Connect and the Salesforce NPSP platform will be in the center of the infrastructure, being used to manage several important applications such as CRM, marketing automation and communication, service management and also some analytics and reporting. The new iPaaS solution Minitab Connect will facilitate integrations, data processing and some analytics capabilities as well. These changes lead not only to better suited tools and capabilities but also a more integrated and transparent data and technology landscape.

Other prerequisites

Payment Transactions

2019: 1,665,886 payment transactions in total. Monthly average nr of transactions is 138,941. 81% is from monthly donations.

Gåvokanal / Time Period (Nov'18-Oct'19)	Yearly		Monthly		
	Total # Of Transaction	%	Avg. Tran.	Max. # in a Month	Min. # in a Month
Annan	590	0.04%	49	131	9
Autogiro	1,309,920	78.63%	109,160	111,111	107,203
Benify	2,365	0.14%	197	211	188
Facebook	7,012	0.42%	701	975	32
Kontant/bössa	2	0.00%	0.17	0.17	2
OCR	219,751	13.19%	18,313	37,557	8,239
Plusgiro/Bankgiro	21,591	1.30%	1,799	2,356	1,396
SMS	48,193	2.89%	4,016	5,173	3,744
Swish	13,439	0.81%	1,120	3,758	461
Web	43,023	2.58%	3,585	8,217	2,461
Total	1,665,886		138,941		

Transaction Analysis from 2019.

Payments will be managed in Salesforce NPSP and the Give Clarity Banking App. The transaction data is expected to be integrated with and made available in the finance system.

Contracts

240 contracts are stored in current system. Basic contract management would be nice to have in combination with OneTrust, that will be used for vendor assessment.

Employees

Employees: MSF Sweden (Läkare utan gränser) has roughly 100 employees working for the organization.
Volunteers: There are volunteers working for MSF from time to time. Volunteers are not expected to have access to the finance system but could potentially need to be managed in the HR module.
Field Workers: There are also an estimated 100 active field workers connected to MSF Sweden that could potentially need to be partly managed in the HR and/or payroll modules.
International employees: There are 200 international employees managed by MSF Sweden, needed to be partly managed in the payroll module.

Identified challenges

When interviewing key staff from the finance, donor services, IT and HR departments alongside managers, current challenges as well as needs and requirements have been identified. In this section the identified and currently existing challenges are broken down and listed. First section group and describe the needs. The second section list identified needs and expectations. We also describe the gap between the current situation and a wished state. The list is not ordered in any particular order or prioritized and is rather an attempt to list a multitude of individual challenges to showcase the width of needs.

1. Information transparency, process efficiency and key individual dependencies

The current state with a lack of integrated data and connections between the current systems, makes finance, HR, Budget and reporting processes very manual and administrative. This leads to inefficiency, very high key employee dependency, data security issues as well as MSF specific processes and knowledge on how the tasks need to be done in contrast to established best practices.

Verifications and reconciliation is done manually and is resource consuming today, looking at bank statements and sending screenshots from Donor services to finance for verification, with deviations commented in handwriting on the screenshots. Any deviations need to be investigated by looking at the bank statements that are provided on paper by Handelsbanken and PDF from Nordea. There is no information added to the finance system or any automation available today. The process is very manual and person dependent with many workarounds and specific knowledge only known to one person. Reconciliations are today approved by managers monthly via Scrive digital signatures.

There is frequently a need to make adjustments to the bookkeeping of inventories related to testaments, facilities and stocks. This is often related to the limited possibility to add costs generated in relation to these inventories in the CRM.

There are data transfers that work fairly well but are not automated between the payroll system and the accounting system. Some bookings need to be made manually due to specific need for detailed cost allocations. Pensions need to be manually invoiced.

The implementation of Salesforce CRM with the Banking app from GiveClarity as well as the introduction of Minitab as iPaaS, will provide automation capabilities for reconciliation and creation of a specific transfer file to the accounting system.

2. Disconnected information and reporting

Today there are disconnects between fundraising departments reported income and finance departments reported income due to the lack of integrated data. The data and “ownership” of the data within the organization is very divided between donor services and fundraising for incomes and finance for costs. Any details and more detailed reporting regarding incomes have to be managed and accessed from the CRM, and cost related reporting from the finance system. What is lacking is the overall visibility and ability to drill down and compare both costs and incomes. One clear example of this is how current setup does not support generation of result forecasting, it is also not possible to do any income forecasting, that preferably should be possible to do for the fundraising team. This limits the capabilities of the organization.

The current reporting structure is limited to a few dimensions and it's not possible to add additional dimension(s) such as reporting on Employee nr, that could be used in evaluation and campaign could be a dimension.

Credits and payback process is manual and cumbersome where it is booked and rebooked manually. This takes time, resources, specific knowledge about the MSF process and creates longer time to administer than necessary, also affecting the donor/supporter.

3. Lacking a working Budget management tool

The current report and budgeting module is not used for budget management today since it does not support the way of working used by MSF. The process is manual today in order to plan the budget and there is a lack of system support for allowing the different departments to do their own budgets in the system. The process performed in Excel in several steps, to be presented in one very large and complex budget proposal. Once approved, the budget is manually added to the current budget tool for internal distribution and visualization.

4. Integrations

There are no current integrations between the current CRM and the finance, HR and payroll systems, there are also limited information transfer in between at least parts of the finance related systems used, where manual export/import of files generally is required. The lack of integrations has to parts been a result of historically lacking APIs on both sides. The investments in the new digital architecture with Salesforce and the iPaaS will provide great capabilities to transfer information to and from an Finance/ERP system in a variety of ways.

5. Incomes and costs transparency

Today incomes cannot be transferred to the finance systems from the banks in an easy way and the incomes are manually accounted for. Incomes are only accounted on sum level, not transaction level. This limits the fundraising departments insights and analytics capabilities leading to long lead times and cumbersome product development. It would be great to be able to transfer individual payments from Salesforce to the finance system for better transparency, reporting drill down and troubleshooting.

Section 3 Needs and Expectations

The identified needs have been categorized and listed below for information purposes. The list is extensive but yet not all-encompassing.

General Ledger

- Ability to define Chart of Accounts
- Use of multiple cost centers

- Attribution - Add attributes and/or tags to income/cost etc. records in order to search and report on.
- Easy setup in order to follow Swedish accounting standards and tax reporting requirements
- Money laundering checks and notifications is nice to have
- Efficient, relevant and timely reminders to staff, users and managers.
- Ability to plan for both result and balance sheet

Accounts Receivable/Payable - Invoicing and billing

- Cross charging
- Delegate invoices to users for verification
- Automatically assign/approve processes for invoices
- Detailed cost allocations
- Easy to pass on billable expenses to invoices
    - Re-invoicing with capability to invoice line items from received invoices
- Automatically book and classify costs and revenues, cost/revenue recognition
- Automatic reconciliation of payments
- Ability to email invoices
- Electronic invoicing EHF/EDI
- Recurring invoicing for monthly donors
- Recurring credit card payments is nice to have
- Recording of individual payment transactions would be nice to have for transparency (transactions will pass via iPaaS to CRM)
- Possibility to generate and/or print payment “slips” (inbetalningskort).
- Invoice and document scanning and/or reading capability or service.
- OCR engine for OCR generation
- OCR recognition and matching
- Possibility to add VAT details on supplier level allowing for automatic VAT calculations.
- Credit management process with accounting and repayment
- Warnings and notifications for errors and potential mistakes.
- As admin have the possibility to configure payment approval processes and set up workflows.
- Possibility to trigger and/or perform Bank payments.

Budgeting

- Automatic budget tracking and calculation based on revenue recognition and accounts payable
- Budget planning tool for multi department setup
- Drill down capabilities for easy viewing of the detailed budget entries.
- Project based budgeting capabilities
- Budget revision tracking
- Budget forecasting with scenarios, versions, prognoses and predictions
    - Prognosis and follow-up per month and quarter (different time periods)
- Easy follow up of budgeted costs and incomes

- Project management/budgeting
- Multiyear projections (up to 5 years)
- Ability to report budget in different currencies such as Swedish SEK and Euro EUR.

Reporting & Analysis

- Annual reporting with OOB functionality for generation of K3
- Swedish VAT reports supported out of box
- Forecasting capabilities
- Possibility to create custom report templates for exporting of Excel reports, in this case for sending to the organization GIVA and Svensk insamlingskontroll.
- Drill down capabilities in reports
- Easy reporting on results
- Possibility to build custom dashboards and reports
- Scheduling of reports being generated and sent to recipients
- Cash Flow management with reporting and prognosis.
- Strong analytics capabilities and integration to PowerBI
- Analysis of financial data
    - Track and develop donation targets.
    - Easy to report and track financial KPIs
    - Easy reporting and analytics on member fees/payments statuses
- Send/trigger membership invoices from CRM to finance system
- Easy to copy/transfer data to excel and back to the system
- Easy to export data
    - Views and reports
    - As super admin it should be possible to extract a copy of the entire database
- Possibility to send reports to SAP (MSF international) would be nice

Human Resources - HR

- Automate more, decrease manual work
- Analysis and follow up on HR data and metrics
- It would be nice if it's possible to manage/view employment contracts (currently managed by HR).
- Provide reporting and statistics and easy analysis of employees, payroll etc.
    - See time at company (anställningstid)
    - InLasning
    - Salary payout summaries (Lönekörning)
    - Booked sums summaries
    - Follow-up and automatic notifications on missed employment tax (arbetsgivaravgifter)
    - Track cost per employee
- Tax reporting follow up and reporting to Skatteverket
    - Integration or automation to send/upload documents to Skatteverket

    - Swedish Employment tax reports out of box
    - Possibility to exclude reporting of international employees, missing personal number.
- Employment grants reporting and send requisition to Arbetsförmedlingen
- Benefits
    - Management of employee benefits
    - Manage the right to benefit per employee
- Possibility to manage and report on international employees
    - Manage employees without Swedish personal numbers and still report to Skatteverket.
    - Possible to configure tax reporting and exempt international employees etc
    - Set if employment tax should be paid per employee in order to exempt international employees.
- Member registration and management would be nice
- Competence tracking and planning would be nice.
- Documentation of training and certifications
- Calendar connection for reminders and important deadlines

Payroll

- Payroll management
    - Union deals (kollektivavtal)
    - Manage more than 200 employees.
    - Manage international employees missing Swedish personal numbers
    - Vacation management and tracking
    - Overtime tracking and flex time tracking
    - Salary payment
        - Payment of salaries, pension and vacation, etc. also internationally
        - Easy payslip processing. Preferably existing integration with an electronic mailbox such as Kivra for salary notifications is a plus.
- Avoid the need for manual booking, calculations or adjustments, primarily need to look at deviations.
- Expense management
    - Replace manual process for receipt reporting with self-service app and photo capability.
    - Easy reimbursement process for expenses.
        - Utlägg, Reseräkning, Milersättning etc.
        - Possibility to add documents and images (underlag) to the expense
        - Easy approval process and booking of expenses
        - Easy to follow up and report/analyze expenses per employee, manager, department etc.
- Salary and Compensation management
- Benefits management
- Time reporting
- Time tracking

- Attendance/absence reporting
- Self-service for hour reporting and attendance/absence reporting
    - Reminders and notifications to employees
    - Reminders and notifications to managers
    - Possible to manage attest order and process
- Attendance/absence - Attest
    - Sickness reporting
    - Vab
    - Other Absence with salary
    - Other Absence without salary
    - On Leave (Tjänsteledig)
- Possibility to do cost allocation and distribution (allocate 30% overhead cost)
    - Assign project, result units etc.
    - Allocate in multiple levels (Business Unit->Project->Manager)

Platform, Technology & Security

- SaaS based service
    - Preferably hosted and managed by the solution provider for full responsibility
    - Updates, upgrades and regular maintenance included in single or multi-tenant setup.
    - Backup and restore capabilities
    - Load balanced and failover setup
    - Excellent abilities to integrate data sources and to sync data between different systems on the fly or with regular intervals to ensure data is correct and up to date where and when it's needed.
        - OOB available/open and fully supported APIs that are well documented
            - Support for custom fields
            - Possibility to import data via file transfer (XLS, CSV, XML),
            - API and/or other popular transfer technologies (SOAP, OpenAPI etc).
    - Security certifications and full encryption of sensitive data
        - Encryption for data in transfer, in rest and for back-ups.
        - Log tokenization is a plus
- GDPR Compliant service
    - Data stored within EU, including back-ups and failovers is a Must.
- Flexible system that empowers the organization and users to adapt the system
    - Create custom fields, modules, views and relationships
        - Custom fields etc. can be used via API and reporting capabilities
- Fast and responsive user experience
    - Easy for a user to search, filter and order views and columns
    - Possibility to adapt and adjust user interface, views and dashboards
- File support
    - SI4 and SI5

- EDI support
- EHF Support
- User & access management
  - SSO support
  - Two-factor authentication
- High performance in order to manage large transactions volumes and data exchanges
  - Connect individual transactions to bookkeeping as well as budget
  - Frequent sync of data with other systems such as CRM (via iPaaS)
- From 10 to 70 users depending on module
- At least 10 years data retention
- Supported currencies
  - Swedish Krona SEK
  - Euro
  - US Dollar
- User language support
  - Swedish
  - English

Other

- Contract and agreements management
  - Ability to store copies of and manage contracts is nice to have
  - Relate invoices/orders to contracts for easy follow up and tracking
- Supplier management with possibility to manage and approve suppliers
- Purchase order management is nice to have, but is not used today.
- Mobile apps and self-service capabilities is nice to have
- A system with service providers that is trustworthy, reliable that can provide stability and best practices.

Gap analysis

In this gap analysis the focus is on what is missing or lacking in the current setup and what is the wished state.

- The current budget management capabilities in order to plan, track and follow up on budgets per department is lacking. Preferably budgets should be able to be performed/planned for both incomes/costs (balans och resultat), per department, approved and then automatically reported against. It should be possible to create budget versions, projections, predictions and scenarios. The budgeting process is currently cumbersome and person dependent and Visma insikt does not support MSFs needs.

- There is no automatic recognition of invoices or incomes, the reconciliation is manual today. Preferably this should match and only discrepancies and control should be requiring manual resources. This would create a more consistent process, faster feedback and less administration.
- Approval of the reconciliation should preferably be managed and stored in the finance system. Today Scrive is used for sign off.
- Invoices are not that commonly sent today and are created manually in Excel. It would be beneficial to be able to easily create and send invoices from the finance system, for printing, email invoice as PDF or by electronic standard such as EDI. If possible to send invoices via services like Kivra or Klarna that would be a bonus.
- It's cumbersome to reinvoice costs today, preferably whole or parts (line items) of invoices can be invoiced and rules for cost distributions be set for easy reinvoicing.
- Incomes or transactional data with payment details such as transaction sum, date etc. is not currently available in the finance systems. It's not an issue for bookkeeping but limits possibilities to automate processes and create more detailed reports. It would also save time when there are discrepancies that today require requesting colleagues in another department going back to Charity to investigate the source of the discrepancies. The current setup is not able to transfer the transaction data to the accounting system.
- Cash Flow capabilities are lacking today where cash flow projections are done manually in Excel. Preferably this should be tracked by the system and possible to report and visualize on.
- Payment verifications are printed manually, notes are written by hand on the printouts if there are discrepancies. This process should be digitized and streamlined, preferably in the same tool.
- Reimbursements and the crediting process is cumbersome today due to managing transactions in one system (charity) and payments and bookkeeping in the accounting system. It's not necessarily a lack in the current system, but rather a result of the current setup.
- Testaments and gifts are frequently creating differences in bookkeeping vs reported incomes from fundraising due to lacking information on related expenses and different types of reporting. When there is a difference it has to be investigated in the CRM system and even if it's a simple process this process should preferably be supported by the system(s).
- Annual report is created in a format in line with commercial businesses and does not take into account that MSF is an NGO with specific needs for annual reporting.
- E-sign solution Scrive is used in MSF today for some approval processes. The wish is to set up and manage the financial approval processes in the finance system.
- The current payroll is not able to handle detailed cost allocations such as overhead costs, where costs need to be distributed between departments based on different criteria's.
- Current limitations in the payroll system require MSF to run manual salary calculations before importing the salary data to the account system. This leads to administration, risk for errors and employee dependencies. The requirement is not having to run manual calculations for salaries outside the payroll system
- Current payroll system is lacking in reporting and visualization. There is no way to analyze staffing parameters such as length of employment, sick leave, VAB and benefits or other generic key metrics. The need is to be able to track individual costs per employee. Detailed analytics usually have to be ordered from finance. Today manual Excel sheets are used to report between

HR and finance to keep track of total salaries, what has been sent to Skatteverket, verifications between system runs etc.

- Approval process has initial reminders but manual follow up and reminders are required today. Preferably more logic should be able to be added with easy and timely notifications and calendar entries to staff and department managers.
- Expense reporting works but photos of receipts etc. need to be stored in a separate server folder due to lack of support for storing the files with receipts. This should preferably be possible, to submit and store the file in the system. The information is unnecessarily distributed today.
- Tax reporting has to be run and then loaded manually to Skatteverket. Better support for managing and calculating VAT (MOMS) is a requirement. There are also issues to manage staff without Swedish person numbers, this is partly due to Skatteverket and discrepancies need to be manually edited in the tax reporting file before submission. Preferably a file can be generated based on correct structure and criteria's, be reviewed and when approved to be automatically generated that can be transferred to Skatteverket. The wish is that the data transfer process becomes fully automated.
- Currencies need to be manually updated to current exchange rates when accounted. Preferably the correct exchange rate is fetched seamlessly and account balances is updated from the banks for visibility and reconciliation. It would also be nice to be able to create reports and analysis with different currencies.
- Visma products are not fully integrated and HR salary payment files etc. need to be manually transferred between products. This process is fairly streamlined and straightforward but would preferably be managed in the same system with full visibility for both HR and Finance.

Expectations

The expectations on the new finance system is to provide efficient and modern capabilities to automate and streamline the work for the finance department as well as the reporting, analytics and budget processes trough out the organization.

A technology analysis and mapping has been performed to identify crucial operational systems the Finance/ERP system is required to be able to retrieve or exchange data with.

Expected Functionality

Since system functions are often grouped in applications, modules or products we attempt to describe the need for functionalities we believe can be found in module similar to theses:

1. General Ledger
2. Book keeping, tax management, accounts payable and receivable
3. Reports, dashboards and analytics
4. HR

5. Payroll
6. Invoicing
7. Payments
8. Budgeting and forecasting
9. Cash flow management
10. Workflows and automation
11. Integrations

Nice to have:

- Competence management and planning
- Asset management
- Sourcing and PO management

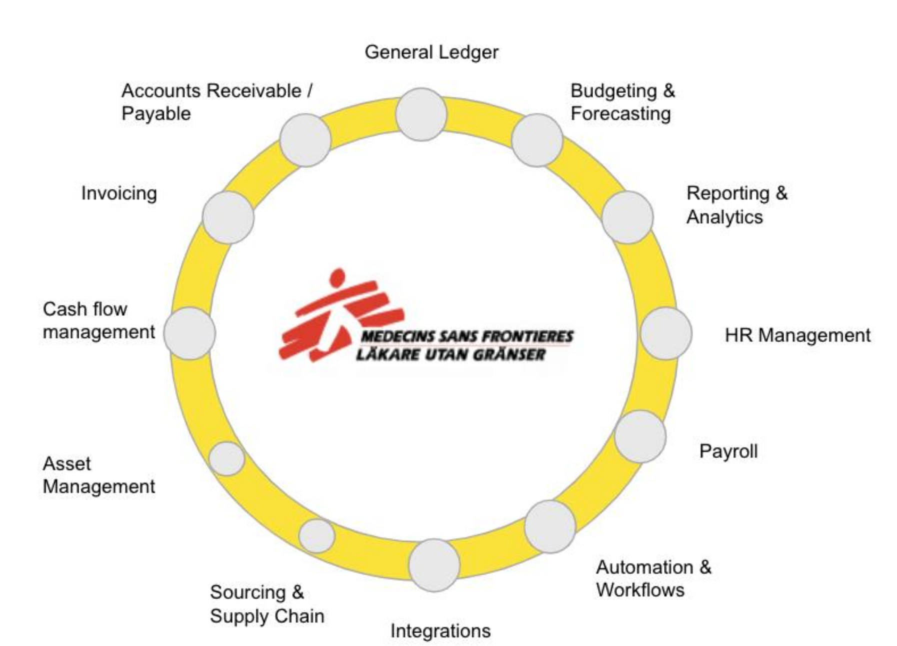


Illustration over expected system capabilities

Integrations

The most important system and theoretically the only integration needed is Mintab Connect. This is the integration platform used to direct data flows in MSF technology landscape. Minitab is capable of integrating systems, digest files, structure and merge data etc.

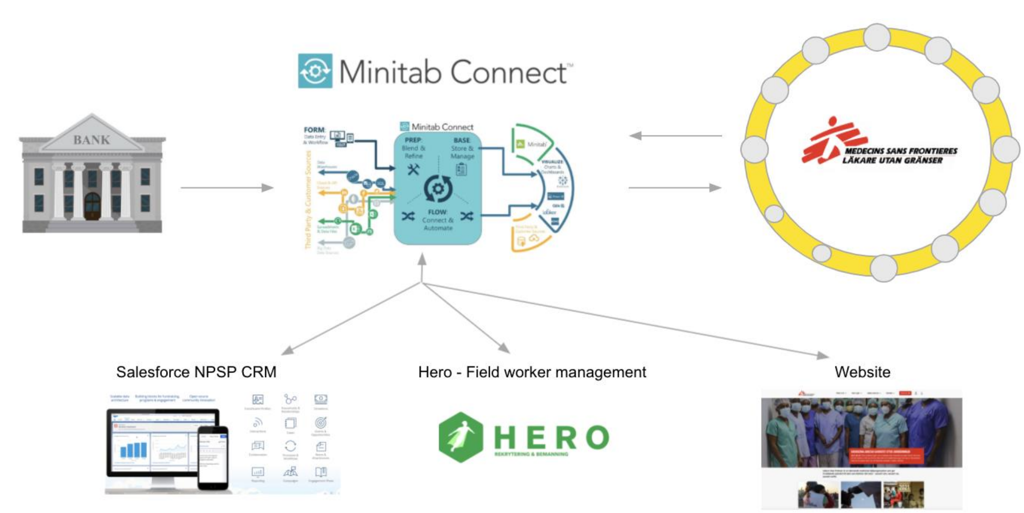
This is also true for bank files and transactions that are planned to be integrated with and managed through Minitab Connect if deemed feasible.

Data Sources
Data sources will exchange data through Minitab Connect. Salesforce NPSP will be the CRM used to manage all customer relations including administration of transactions. Salesforce Marketing Cloud will be the marketing automation platform used and could potentially need financial data as a trigger or blocker of communication.

Hero is used to administer and manage field workers and candidates and need to be able to exchange data with payroll and HR modules.

The website will likely utilize and/or exchange information with the finance system at one point or another.

Banks and payment providers will be connected/integrated via Minitab Connect to transfer payment transactions to Give Claritys Banking App for Salesforce NPSP, where transactions will be matched with donor contacts. The expectation is to sync the transactions data to the Finance system for accounting purposes and detailed economy & finance reporting with drill down capabilities.



Section 4: Scope of request
This section is for you as a Respondent to the tender request, to get an understanding of what the expectations are from MSF Sweden regarding the capabilities.

Objective
Implement a long-term solution to ensure an efficient MSF technology landscape design with high data availability, security and transparency, enabling MSF to focus on its cause.

Expected Effect Goals

1. Provide a long-term solution that delivers the capabilities necessary to ensure that MSF Sweden's objective can be met and that MSFs financial goals can be reached or exceeded in order to deliver necessary to enable MSF to save lives.
2. Remove internal information silos with the aim to create 360 views and transparency of stakeholder relations, financial results and become a more data driven organization that empower the different departments.
3. Increase organizational efficiency with fewer manual, repetitive, administrative processes and more efficient flow of data and information throughout the organization.

Expectations on the System Provider and/or Service provider

- Provide a proven and stable product that offers extensive capabilities to integrate with.
- GDPR compliant product and provide data storage within EU
- Provide state of the art data security capabilities
- Well documented solution with free access to guides, documentation and training material
- A strong network of partners with high competence in the solution
- That MSF will not be locked in, due to license, services and/or product specifications making it unacceptably hard to choose who to engage in providing system help and support.

The finance system shall be a solution that uses modern technologies and provide:

- SaaS based platform
- An object based architecture that is customizable
- A high level of automation for process and communication automation.
- Provide reporting, dashboard and analytics capabilities
- A wide range of standard functionality that supports the specifics of fundraising and NGOs
- An easy to integrate system with a multitude of integration protocols, a wide range of native integrations is a plus.
- A modern, intuitive user interface
- Great documentation and system training services.

Requirements

The following requirements will have a high impact when evaluating the Service Providers capacity and ability.

1. A modern, finance system for efficient organizations with capabilities and flexibility to adapt to changing needs and capabilities to automate processes. A system that is customizable as an admin user, not forcing requiring custom development or specialized consultants.
2. A SaaS based service with easy integration capabilities.
3. Fast setup with minimal requirements for customizations or configurations to meet Swedish accounting standards and tax requirements.

4. A system that meet the requirements of a NGO fundraising organization.
5. Strong reporting and budgeting capabilities meeting the requirements of a data driven and transparent organization.
6. GDPR compliance and data storage within EU is a non-negotiable requirement.

Section 3 : Invitation to Tender (ITT) – Guidelines of this tender

Tender Terms

These guidelines are intended to ensure that all Tenderers are given fair and equal consideration.

1. By participation in the tender process this automatically signals that the Tenderer accepts these Conditions of Participation.
2. Any information prepared or shared by MSF Sweden in connection with this tender shall remain the property of MSF Sweden and shall be used only for the purpose of this procurement exercise.
3. The Tenderer is expected to direct contacts and questions to the appointed Project Manager for the tender and shall not make contact with any other employee or consultant of MSF Sweden who are in any way connected with this tender process during the period of this tender, unless instructed otherwise by MSF Sweden.
4. Canvassing will lead to disqualification. Any Tenderer who directly or indirectly obtains or attempts to obtain information from other members or employees concerning any other Tenderer, Tender or proposed Tender will be disqualified.
5. Tenderers shall accept and acknowledge that by issuing this tender, MSF Sweden shall not be bound to accept any Tender and reserves the right not to conclude a Contract Agreement for some or all of the services for which Tenders are invited.
6. MSF Sweden reserves the right to amend, add to or withdraw all, or any part of this tender invitation at any time during the tender process.
7. The official contact of the Tenderer will have expressed an interest to tender by completing and submitting to MSF Sweden the tender acknowledgement notice pro-forma.
8. MSF Sweden has no obligations to the respondent, the purpose is for you as a supplier to qualify for the RFP process and for MSF Sweden to prepare for it.
9. The responding company cannot charge MSF Sweden for any costs for their efforts participating in this RFP process.
10. Any Contract Agreement concluded as a result of this ITT shall be governed by Swedish law.
11. MSF Sweden shall be under no obligation to accept the lowest bid or any tender.
12. The respondent is required to provide correct information and answer questions truthfully and accurately.

Confidentiality

1. Apart from what is already within the public domain, Tenderers shall not disclose, copy, reproduce, distribute or pass any of the information to any other person. The Tenderer shall at all times treat the contents of this tender process (with its related documents) as confidential. Subject to the exceptions referred to in paragraph 2 in Confidentiality (below).
2. Exceptions of disclosure, to pass or distribute any of the information by the tenderer are permitted if the sole purpose is to enable a Tender to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Tenderer. For example, for legal advice or if the Tenderer is legally required to make such a disclosure.
3. MSF Sweden reserves the right to distribute information that is materially relevant to the procurement to all Tenderers, even if the information has only been requested by one Tenderer.
4. MSF Sweden may disclose detailed information relating to Tenders to its employees or advisers and may make any Contract Agreement documents available for private inspection by its employees or advisers.
5. MSF Sweden will also endeavor to respect any commercially sensitive information provided by the tenderer. In case the Tenderer should provide such information, it should be clearly identified what is 'commercially sensitive' including the time period it will remain so, while explaining the potential implications of the disclosure.

Tender period and validity

1. Your tender quotation should remain open for acceptance for a period of 60 days as any tender quote that is valid for a shorter period may be rejected.
2. Time frames indicated in this document: these act as a guide and while there may be no intention to deviate from this, MSF Sweden reserves the right to do so if necessary.

Tender Phases and Project Timeline

1. Start of RFP: 2021-10-04, 23.59
2. Last date for tender attendance notice: 2021-11-01, 23.59
3. Introduction meetings will be scheduled the week after tender has closed.
4. Tender proposal should be submitted by supplier no later than: 23.59 on the stated closing date
5. Expected Decision on final candidate is beginning of December
6. Target contract date is 2021-12-31

The plan is that the implementation should start in March 2022 to be in production no later than the end of August 2022. The window available for implementation is governed by fiscal and heavy work load periods.

Tender Attendance Notification

The first step is for a tenderer is to announce your intention to participate in the tender process.

- Send an e-mail to infosystem@stockholm.msf.org
- Subject field: “Participation in Finance System Tender”.
- Include the name of the proposed system, your company name and contact information in the mail.
- **Note:** This email address will be used in all communication with MSF Sweden during the tender period.
- You will then receive an e-mail response as a verification we have received your participation.
- Please notice the last date to announce attendance!

Tender Proposal Structure

1. **Cover Letter:** Please provide a cover letter, in PDF format that should contain:
    a. Name and address of the company responding to the tender.
    b. Name, title, telephone number, and e-mail address of the person authorized to commit to a contract
    c. Name, title, telephone number, and e-mail address of the person to be contacted regarding the content of the tender, if different from above
    d. Declaration that the Tenderer commits to the terms described in their tender and assumes responsibility for any pre-contract costs incurred during the bid and negotiation phases
    e. Company description with a short introduction to your company with a brief history, number of current employees and financial status.
2. **The Tender proposal and price quotation** should be structured to clearly state a total price, including all line items such as subscription fees, additional services, start fees etc. needed to deliver the proposed solution.
    a. Documentation on how the proposal will help MSF achieve the purpose of the tender and how needs and requirements are met, and if there are needs that will not be met with the proposed solution.
    b. Please include references or links to technical documentation and resources such as manuals and guides or API documentation.
    c. It should be clearly stated when (in time or stage) different costs are activated such as license costs, start up fees and implementation services etc. Preferably over a time period of 3 years, illustrating estimated initial/investment costs vs running costs, year 1, 2 and 3.
3. **Implementation Services Proposal:** If separate from the system proposal, please provide a suggested cost and product implementation roadmap of the proposed solution, also describing suggested “go live” strategy and plan for legacy system decommission.

4. **Project Plan:** Suggest a project start date where the work is initiated and dates for suggested important milestones until the system is in production and when it is expected to reach wished state.
5. **The contract terms** need to be provided with the proposal such as General Terms and conditions (TC), Terms of Service (TOC), Service Level Agreement (SLA), Data Processing Agreements (DPA).
6. **Customer references** from similar organizations or use cases should be appended or linked to from the proposal. Customer references and contacts may be made as part of the procurement process for the Tender award. This may include reference meetings, visits and written references.
7. **Sustainability Statement**. Sustainability, environmental and social aspects, such as being a responsible employer, are very important to MSF Sweden. Therefore we kindly ask our supplier's to describe their efforts in relation to sustainability. This can be done either by including a link to the sustainability report (if existing) with the tender, or as a separate section in the tender submitted.

Tender related questions

- Any participating provider may request further clarification on matters pertaining to this by submitting its question(s) in writing via email to the official email address, infosystem@stockholm.msf.org with project name "PARTICIPATE IN iPaaS TENDER" in subject.
- Klas Bernehjält is MSF Sweden's contact person and project manager of this RFP. MSF Sweden will endeavor to answer all questions as quickly as possible, but cannot guarantee any response time. Phone number is: +46700258849
- From the time the tenders are opened until the contract is awarded, if any Tenderer wishes to contact MSF Sweden on any matter related to its tender, it should do so via email to the official email address infosystem@stockholm.msf.org. MSF Sweden will try to respond as quickly as possible.
- Any question regarding the RFP deemed relevant for all tenderers can anonymously be posted on a shared document that all Respondents can access (as MSF Policy).

Additional tender information

- MSF will, as far as possible, share information throughout the process regarding progress of related implementation projects or developments that affect the tender or the finance system project.