

Request for Information
Finance Systems Transformation Project
Issued by
The Global Alliance for Improved Nutrition (GAIN)

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GAIN's procurement is conducted on the basis of our procurement principles, including "a focus on ethical and sustainable procurement which requires us to take note of our legal and ethical commitments... in our procurement and supplier management."

We require all our partners, suppliers and service providers to familiarise themselves with our [Code of Conduct](#) (Code) and to adhere to either our Code or to their own equivalent code or set of behaviours. This is in addition to any relevant clauses and provisions in our contractual terms.

We also expect our partners, suppliers, and service providers to proactively inform GAIN, via the mechanisms detailed in the Code, of any breaches, potential or perceived breaches of its provisions.

Any supplier or service provider found to be in violation of these principles will be excluded from this process and may be barred from responding to future opportunities.

I. Introduction

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the United Nations in 2002 to tackle the human suffering caused by malnutrition. Working with governments, businesses and civil society, we aim to transform food systems so that they deliver healthier diets for all people, especially the most vulnerable.

Headquartered in Geneva, Switzerland, GAIN has offices in countries with high levels of malnutrition: Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Rwanda, Tanzania and Uganda. To support work in those countries, we have representative offices in the Netherlands, the United Kingdom, and the United States.

At GAIN, we believe that everyone in the world should have access to nutritious, safe, and affordable food. Today, one in three people - drawn from nearly every country on the planet - are unable to consume enough nutritious food. We work to develop and deliver solutions to this daily challenge.

II. Background & Timescales

GAIN is currently reviewing the market for ahead of a planned financial transformation project. ('the Opportunity').

We are issuing this Request for Information (RFI), to identify potential implementation partners, and gain a greater understanding of project timelines and resourcing requirements, to support future decision making and tendering.

The below timescale for this RFI is a guide and whilst GAIN does not intend to depart from the timetable, it reserves the right to do so at any stage. All timings are British Summer Time (BST).

RFI issue date	Tuesday 7 th July 2026
Deadline for Bidders to submit questions	17:00 Thursday 9 th July 2026
Deadline for GAIN to issue responses	17:00 Monday 12 th July 22027
RFI closes - deadline for submission	17:00 Friday 17 th July 2026

III. The Opportunity

Current situation

As an international non-profit, GAIN manages a diverse portfolio of donor-funded programmes, requiring a finance function that supports multiple operating entities, currencies, and reporting requirements.

Our current finance systems have served us well but have evolved over time into multiple separate applications. This has resulted in inefficiencies, the need for various integrations, and a labour-intensive process for reporting which means we lack a 'single source of truth' for crucial data.

We are therefore exploring modern finance solutions that can simplify our technology landscape, improve efficiency and better support our evolving business needs.

Finance Function

Our finance function comprises approximately 37 professionals split across central and country teams. Working as one global function, the team supports decision-making across multiple countries, donors and funding streams.

The central team is responsible for financial reporting, financial planning and analysis, treasury, financial systems and governance and is based across various locations including Switzerland, the United Kingdom and Kenya.

Country finance teams, based on our 12 programmatic locations, support programme delivery, local statutory compliance and day-to-day financial operations.

The overall structure of the Finance function is not expected to change significantly as a result of the new finance transformation project and each entity will continue to generate their own sets of accounts, as well as Group level accounts. GAIN's fiscal year as a Swiss based organisation, begins on 1st July and ending on 30th June.

Our IT Architecture

Our core finance system is Microsoft Dynamics NAV, deployed on-premises and used as our primary accounting system. Each country and representative office is configured as a separate company within NAV (so, a total of 16 entities), enabling local financial management while financial consolidation is performed centrally.

Our current finance technology landscape also includes:

- Vena for budgeting and forecasting.
- Cubes for financial and management reporting.
- GPS: an in-house procurement system, built in SharePoint. This solution provides automated approval flows and document storage for sourcing and P2P processes.

Together, these systems support our core finance processes but operate as separate applications. More broadly, finance related data is processed and stored in multiple systems:

- A contract drafting signature and retention module from Salesforce ('CLM')
- A project management module from Salesforce ('PRISM')
- A newly installed HRIS system, Cezanne
- An in-house, stand-alone travel request/travel expenses approval system, built in SharePoint
- A in house, stand-alone donor proposal and pipeline tracker

We what are looking for

As part of this RFI we would like suppliers to describe their solution, implementation approach, integration capabilities, experience supporting international non-profit organizations, indicative implementation timelines and the ongoing support they provide. The information received will help inform the next stage of our procurement process.

We are looking for a cloud based, Software-as-a-Service solution that will:

- Provide an integrated finance platform to support our global operations.
- Support a multi-entity, multi-country and multi-currency operating environment.
- Simplify financial consolidation and group reporting across the organization.
- Support project and grant accounting for our donor-funded programmes
- Improve efficiency by automating and rationalising business processes using, e.g. OCR
- Integrate effectively with payroll and banking solutions
- Deliver flexible reporting and analytics that provide timely insights for operational and strategic decision-making.
- Provide a scalable and configurable platform that can evolve with the organization and support future growth as well as possible future realignment or integration other solutions.

The solution will offer a full range of finance functionality:

- **Reporting & analytics** including management and statutory accounts, multiple year, and project accounting.
- **Budgeting & forecasting** including annual and multiple year budget and forecasting processes at organisation, country, programme and project levels
- **Treasury & tax** including VAT and other tax calculations, bank account reconciliations, cashflow management and foreign currency exchange.
- **Bank transactions** including payment of payroll, supplier invoices and expenses and the recording of incoming BACS, Direct Debit and Credit Card receipts.
- **Accounts payable** including creditor records, purchase invoice processing, and aged creditor reporting.
- **Accounts receivable** including debtor records, sales invoice processing and aged debtor reporting.
- **Fixed Asset Accounting** including fixed asset register enabling the management of depreciation, additions, and disposal

In addition, we require:

- **Purchase to pay (P2P)** including (external) Purchase Orders (POs) and (internal) requisitions, goods/supplies receipting and supplier invoice processing. We estimate that c. 8000 POs will be processed per year.
- **Workforce planning** including the ability to capture data on staff costs, allocate these to different budgets, track and plan for different staffing models. This includes the full cost of staff (not salary cost only) and different currencies of salary payments.

We may also include the following elements, either at the initial RFP stage or in future phases:

- **Cards & expenses management**, including expenses claims and approval workflows, credit card administration and reconciliations; claiming out of pocket expenses with capture of supporting receipts and budget approval workflows as described above (P2P)
- **Sourcing**, including the issue and receipt of tender documents, supplier evaluations process, supplier selection and due diligence/compliance checking.

Exclusions

As currently envisaged, we are looking for a solution that significantly simplifies our existing finance infrastructure. The RFI does not include currently include absorbing the functionality of our related systems.¹

In the short-term it must connect and transfer data with, at a minimum Cezanne. In a future phase, we may look to bring more of these processes/date into our finance system.

Other considerations

As a Swiss based organisation, GAIN must adhere to the Federal Act on Data Protection (FADP) in handling financial and other sensitive data.

IV. Responding to this RFI

Bidders should read these instructions carefully before completing their submission.

GAIN contact

The following individual is the nominated contact for this RFI.

- Name/role: Sophie Charman-Blower, Head of Procurement
- Email address: scharman-blower@gainhealth.org

Queries and clarifications

- Bidders are to direct any questions regarding the RFI to the GAIN contact in writing via email.
- No other member of GAIN staff should be contacted in relation to this RFI
- GAIN may choose to convey responses to submitted questions and queries to all Bidders so that each is equally informed.
- GAIN may amend the RFI documents by issuing notices to that effect to all Bidders and may extend the closing date and time if deemed appropriate.

Preparing your response

- Bidders must obtain, at their own responsibility and expense, all information necessary for the preparation of Bids.
- Bidders should notify GAIN promptly of any perceived ambiguity, inconsistency, or omission in this RFP, any of its associated documents and/or any other information issued to them during the procurement process.

Submitting your response

Bidders must submit their Proposal by email to contact's email address. The subject heading of the email should be "***Finance Transformation RFI_Bidder name.***"

All submitted documents must be viewable using the Microsoft Office suite of applications. Your submission should not exceed 30MB. Your proposal should be a maximum of 10 pages and include:

- An introduction to your organisation
- What solutions/products you implement and suggestions for GAIN's requirement
- Your approach to finance transformation projects, including:
 - Indicative phases, timescales, and milestones

¹ Salesforce, Cezanne, travel management, donor proposal & pipeline tracker

- Typical project team (supplier-side)
- Typical project team (client-side)- including the roles you would expect to be involved, and an indicative level of effort required by each role.
- Two examples of recent comparable projects highlighting scale, timescale and lessons learnt
- Your commercial approach (fixed fee, time & materials etc) with high level costs for each project phase. We fully appreciate that at this stage the costs will be indicative.

V. Terms & Conditions

This section constitutes the full conditions of this RFI and participation in the process automatically signals that the Bidder accepts the conditions.

Late Responses

Any Responses received after the deadline may be rejected at GAIN's absolute discretion.

Disclaimers

Bidders will not be compensated for costs incurred in preparing responses, submitting revised responses, or in participation in any meeting or presentation.

GAIN makes no obligations or undertakings in any way to:

- launch an RFP, RFQ or any other type of procurement process.
- include suppliers responding to this RFI in any future tender invitation.
- any other commitment to suppliers whatsoever, including any intention to form a contract with any supplier for provision of the Opportunity.

Withdrawals

Proposals may be withdrawn at any time prior to the RFI closing date and time by written notice to the GAIN contact listed above.

Assumptions

Any assumptions that have been made in responding to this RFI should be outlined in the Bidders response documents.

Confidentiality

Except as required for the preparation of this Proposal, Bidders must not, without GAIN's prior written consent, disclose to any third party any of the contents of the RFI documents.

Bidders must ensure that their employees, consultants, and agents also are bound and comply with this condition of confidentiality.

Feedback

GAIN appreciates that significant time and resource goes into preparing an RFI response, and we try to ensure that feedback is provided, if internal resources allow.

Please note however that GAIN does not share detailed scoring information.

Inconsistencies and omissions

Bidders must promptly advise the Company in writing of any inconsistencies and omissions they discover in the RFI.

RFI documents

Bidders must destroy all copies of the RFI document if unsuccessful within 30 days of being notified they have not been successful (either issued by GAIN or created by the Bidder).

Jurisdiction

This RFI and any resulting procurement process and/or contract will be governed by and construed in accordance with the laws of Switzerland.