

# The new IT System for managing EED grants based on Microsoft Dynamics and Power Apps for European Endowment for Democracy

Invitation for Expressions of Interest

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# 1 Introduction

## 1.1 About this document

This document contains Invitation for Expressions of Interest (“Invitation for EOI”) for new IT System for managing EED grants based on Microsoft Dynamics and Microsoft Power Apps (“NEW\_SYSTEM”) for European Endowment for Democracy (“EED”).

## 1.2 Confidentiality clause

The contents of this Invitation for EOI, together with any other information, materials, specifications or other documents provided by EED or prepared by Tenderers specifically for EED, shall at all times be treated as confidential by Tenderers. Tenderers shall not disclose any information, materials, specifications or other documents to third parties. Tenderers shall not use the information, materials, specifications or other documents for any purpose other than the preparation and submission of a response to this Invitation for EOI, nor shall they publicise EED's name or bid without EED's prior written consent. EED, in turn, confirms that it will treat any information, provided to it by a Tenderer, as confidential, and confirms that such information will not be disclosed by EED to any third party except (i) members of EED committees and (ii) EED advisors.

The Tenderer assures that all third parties to whom information, materials, specifications or other documents are disclosed will maintain confidentiality and will not pass them on to subsequent third parties, except as specified above.

Tenderers must obtain EED's approval before transferring to third parties any information provided in confidence by EED or its professional advisors, and must keep a record of all employees and third parties who have or have had access to such information. At EED's request, the Tenderers must make such a register available for immediate inspection by EED or for its authorised representatives.

## 1.3 Intellectual property

All intellectual property rights in this Invitation for EOI and all materials provided by EED in connection with this Invitation for EOI are and will remain the property of EED.

## 1.4 Warnings / disclaimers

No part of this Invitation for EOI or any other interaction between EED or its agents and any party or part thereof shall constitute an agreement, contract or representation between EED and any other party (except for the formal award of a contract in writing by EED). The receipt of this Invitation for EOI by a Tenderer does not imply the existence of a contract or commitment on the part of EED for any purpose, and Tenderers should note that this Invitation for EOI may not result in the signing of any contract.

EED reserves the right to change any aspect or discontinue the bidding process at any time.

The information contained in this Invitation for EOI is subject to continuous updating and future changes and is necessarily selective. This Invitation for EOI are not intended to contain all information that a Tenderer may require. While EED has taken all reasonable steps to ensure, as of the date hereof, that the facts contained in this Invitation for EOI are true and accurate in all material respects, EED makes no representations or warranties as to the accuracy or completeness or otherwise of this Invitation for EOI or as to the validity of any assumptions upon which this Invitation for EOI may be based. EED shall have no liability to Tenderers, however arising from the use of this Invitation for EOI, or any missions or deficiencies in this document.

EED may exclude Tenderers found to have violated confidentiality or intellectual property rights from the bidding process, and may impose any remedy or take any other action for the violation as it deems appropriate.

EED shall have the right, upon its request, to require rejected respondents to immediately return or destroy all documents and other materials and working papers pertaining to this project and all copies thereof, and to destroy all electronic copies. Upon EED's request, the Tenderer is required to confirm in writing that all such information has been returned or destroyed.

EED may use the information contained in the Tenderer's response for any legitimate purpose related to this Invitation for EOI. In particular, once a Tenderer has been excluded, EED reserves the right to use any ideas contained in that Tenderer's proposal in any ongoing discussions with other Tenderers, but agrees not to disclose the identity of the origin of such ideas.

Respondents should note that any quantities and volumes contained in this Invitation for EOI are indicative only and any future quantities and volumes may differ from those stated.

It is the responsibility of Tenderers to obtain, at their own expense, any additional information necessary to prepare their response to this Invitation for EOI. No claims of insufficient information will be considered.

EOI of any Tenderer that directly or indirectly seeks to influence any EED employee, regardless of his/her position and task performed in the matter of granting proposals, will be rejected.

## 1.5 About EED

The European Endowment for Democracy (EED) is an independent, grant-making organisation, that was established by the European Union (EU) and EU member states as an autonomous International Trust Fund to foster democracy in the European Neighbourhood and beyond. It currently works primarily in the Eastern Partnership, Middle East, North Africa, the Western Balkans and Turkey.

EED supports civil society organisations, pro-democracy movements, civic and political activists, and independent media platforms and journalists working for a pluralistic, democratic political system. This can include newly created and non-registered organisations, informal platforms, youth groups and individuals. Support is contingent on adherence to democratic values, respect for human rights and observance of principles of non-violence.

EED receives ongoing grant applications via its website and the EED Secretariat is responsible for assessing all incoming grant applications, recommending grants for approval by the Executive Committee, and managing the overall grant cycle, including the grant disbursement and implementation process. The Executive Committee meets on a bi-monthly basis to approve grants, in

addition to ad hoc emergency meetings. EED accepts requests for support in several languages: Arabic, English, French, Russian, Ukrainian, Turkish and languages of the Western Balkans.

The EED's work is overseen by the Board of Governors and Executive Committee (known internally as ExCom), which includes representatives of EU institutions and EU member states, as well as civil society experts in the field of democracy support.

The day-to-day operations of the EED are managed by a secretariat based in Brussels.

## 1.6 Place of project implementation

The Project is located in Brussels at EED headquarters – Rue de la Loi 34, 1040 Brussels, Belgium. All work requiring direct contact with users will be carried out at EED headquarters.

EED does not anticipate any deviation from this provision.

## 2 Main definitions

This chapter describes the key concepts relevant to the planned project.

Acronym / Name Definition	Description
<b>Applicant</b>	Individual, Informal Group or Institution applying for a grant from EED.
<b>Application form</b>	An online form submitted by Applicant
<b>Authorisation</b>	Checking whether the authenticated person has the right to use the resource
<b>Board of Governors, Board</b>	The Board of Governors, which oversees the activities of the EED, and is composed of representatives of the donors (EU Member States and the European Commission).
<b>BPP</b>	Beneficiary Protection Procedure. Also a Sensitive Grant (latent) which is subject to that Procedure.
<b>Contractor</b>	The company selected in the tender to provide new IT System for managing EED grants.
<b>Donor</b>	Funder, awarding funds through the grant
<b>EED</b>	European Endowment for Democracy
<b>Executive Committee (ExCom)</b>	Collegiate body (including external persons, outside the EED) that makes the grant decision
<b>FileMaker</b>	Depending on the context <ol style="list-style-type: none"> <li>1. Utility software</li> <li>2. Various modules that were developed for EED</li> <li>3. Legacy accounting system at EED, created in the tool</li> </ol>
<b>Grant Assessment Team Meetings (GATM)</b>	An internal evaluation meeting that recommends decisions on grants to ExCom.
<b>Grant Evaluation Meetings (GEM)</b>	They are held to discuss and document results during the implementation phase and afterwards.
<b>GMS</b>	Grant Management System (existing), produced by JiP Software of Warsaw.
<b>Grant</b>	A grant, financial support, is used to support an individual or organisation.
<b>Grantee</b>	Applicant, who successfully passed the grant procedure and signed a grant agreement with EED.
<b>NtF</b>	Note to File – internal business note
<b>Project Overall Project</b>	By "Project" or "Overall Project" the EED means the undertaking aimed at providing new IT System for managing EED grants. A project for which the requirements are included in this Invitation for EOI and the Software Requirements Specification (SRS) and Software Design Document (SDD)

	developed by the contractor - if necessary, developing it technically and substantively (within the scope specified in the SRS) by creating the design of individual functional modules, adapting them, or redesigning and programming them, incorporating third-party software and integrating the developed functional modules and third-party software with the systems existing in the EED, if required, developing the concepts of the necessary interfaces for this purpose, designing and programming them, providing them with the relevant documentation.
<b>Project Documentation</b>	All documents, specifications and others Documentation requirements
<b>Proof of Concept</b>	<p>Proof of Concept (PoC) is developed within a limited scope, focusing on the core functionality or critical aspects of the proposed solution. It may not include all the features or scalability considerations of the final product. The development time and effort invested in the PoC are relatively smaller compared to the complete system, allowing for quick experimentation and iteration.</p> <p>During the PoC development, it is essential to document the findings, lessons learned, and limitations encountered. These insights can provide guidance for the decision-making process and the subsequent phases of the project.</p>
<b>SRS</b>	Software Requirements Specification.
<b>System</b>	The software (new IT System for managing EED grants) developed as a result of EED's collaboration with the successful Contractor



### 3 Description of the tendering procedure

The tendering procedure involves a structured and formal process to solicit and evaluate proposals from potential Contractors.

#### 3.1 Tendering procedure activities and responsibility

All planned activities related to the tendering procedure are shown in the table below. The table also includes the division of responsibility for each task between the EED and the Tenderer.

No.	Activity	EED	Tenderer
1.	Publication of an Invitation for Expressions of Interest for a new IT System for managing EED grants based on the Microsoft Platform (Dynamics/PowerApps)	X	
2.	Submission of EOI		X
3.	Qualification of a shortlist of potential Tenderers	X	
4.	Signing of Non-disclosure agreement (NDA)	X	X
5.	Release of Invitation to Tender (ITT) with detailed Software Requirements Specification (SRS)	X	
6.	Preparation and submission of questions		X
7.	Provision of answers	X	
8.	Submission of Initial Tenders		X
9.	Selection of the Solution Designer (Contractor)	X	
10.	Signing a contract with the key provisions described in Chapter 9	X	X

## 4 Project background, scope and objectives

### 4.1 Project Background

Since September 2014, EED has been using a dedicated grants management system ("GMS"). For business reasons, it was indicated in 2022 that the continued use of GMS poses moderate business continuity risks for EED. Accordingly, it was decided that a tender would be issued to replace the current GMS with a new module for grants management. It is expected that this module will be part of a new integrated system for EED. It has also been decided that the system will be developed using Microsoft Dynamics and Power Apps.

### 4.2 Project Scope

The Project provides the development and delivery of an integrated grant management system to the EED based on Microsoft Dynamics and Microsoft Power Apps.

EED wants to implement a modern new IT System for managing EED grants with the ability to support stakeholder engagement.

This will provide a "single source of truth" which will allow a 360 degree view of all grantees with the ability to see at a glance the key information about a grantee, such as the project thematic and portfolio/thematic/region/country levels should be available (with statistics).

A Search System would provide navigable and searchable content. Staff will need to be able find relevant content using simple techniques such as keyword searches and metadata tag clouds and full-text search.

Currently valuable information and insight from projects and the wider external environment is distributed in the body of emails and Word documents that are filed away in shared drives. EED would like to be able to capture content and information from emails and other sources, to store it and tag it against a managed taxonomy, then to search and find it. Such documents include mission reports, meeting reports, annual reports, Board documents, country results papers and thematic reports.

It is envisaged that the new IT System for managing EED grants will empower the Senior Management Team with data insight and flexible reporting system.

Currently, there are around 400 ongoing grants at one time (however, this may increase in the future). Grant applicants can be civil society activists, media organisations, democracy organisations and individuals as well as companies and unregistered groups.

The entire grants approval process usually takes around 12 weeks, although it can be much shorter or longer. EED's approval rate of grant applications is around 10%. In practice around 40% of grants are allocated to independent media e.g. non-government owned media or social media platforms. An award period can be anything from one to 24 months or more, with an average duration of one year.

When reviewing a grant application, for EED it is important both that the grant sits within EED's mandate "to foster and encourage democratisation and deep and sustainable democracy" and that what the grant applicant wants to achieve and how this fits into the political context of their country or context. EED monitors political situations, often predicting when applications will arrive with EED and the staff is aware of what is happening to key activists. Providing emergency support to grantees

is an important part of what EED does and approval in these instances can be considerably faster, with EED turning around some grant applications within 24 hours, as recently following the full-scale invasion of Ukraine.

### 4.3 Areas of activity following a grant application

There are three main areas of activity for the EED team following a grant application. The first relates to the evaluation of the application, a several-step approval and acceptance process, followed by the second key process - the preparation of the agreement with its annexes and its signature. The third key area of activity is the handling of the grant, including payments, reporting, on-going monitoring, through to completion and closing of the file.

#### 1. Application processing stages

- a. Appraisal of Applications: Internal Assessment and background
- b. Appraisal of Applications at Grant Assessment Team Meeting (GATM)
- c. Creation of Funding Recommendation
- d. Approval at ExCom meeting

#### 2. Contracting

- a. Preparation of the agreement with its annexes
- b. Signature of the agreement

#### 3. Grant management

- a. Payments (first & further)
- b. Ongoing monitoring
- c. Receipt of the Final Assessment Report
- d. Final Assessment Report appraisal
- e. Closing the file

### 4.4 Main project requirements

The New Grant Management System based on Microsoft Dynamics and Power Apps is expected to assist the EED organisation in:

- managing applicants
- evaluating their projects
- confirming (or rejecting) grant
- monitoring the grant throughout its life and impact
- adding the programme perspective.

The target software should be designed to speed up the flow of information, facilitate access to data and improve the organisation of submitted applications and documents, so that with a heavy workload, the system will continue to run smoothly.

The system must provide registers to keep electronic records of all the information necessary for each of the above-mentioned areas of activity.

The system must provide document templates and the possibility to group them, tag them with dictionary keywords, version them (with keeping old version in the system) and change them in the future.

The system must have a workflow mechanism with graphic interface, for the construction, organisation and execution of workflow processes, together with their monitoring (e.g. how many tasks are pending for an employee, task statuses, identification of bottlenecks).

The system must have a calendar that allows defining many types of meetings for which an agenda is created (e.g. a list of topics, tasks, groups of requests to be discussed). The system must enable 'attaching' files to the meeting for the meeting agenda and a convenient form for entering the results of each type of meeting.

The system must provide user identification and a complex set of access rights in accordance with the agreed EED authentication mechanisms.

The system must provide for the signing of internal documents, e.g. through the confirmation of an event by an authorised user, and the signing of external documents produced in the system during workflow processes using AdobeSign.

The system must be equipped with a search engine (full-text-search), which provides a search of the database, keywords, and documents attached to the system (word files, excel files, text files, and text-based PDF files) and presents structured results.

The system must gathering statistics and generating reports.

The system must allow authorised users to export data to CSV and XLS files.

The Contractor will provide integration mechanisms with the FileMaker accounting system and the necessary licences for this.

EED expects that the future Contractor will make available or create visual tools to graphically configure workflow processes, define forms, checklists and use modular document templates with auto-complete content depending on the process step and context of use.

EED expects that as part of the project, the future Contractor will configure processes, templates, forms and checklists to provide a record of events, all of the above-mentioned areas of activity.

EED expects that, as part of the project, the future Contractor will acquire the competencies to be able to independently expand the existing database of processes, document templates, forms and checklists in the application.

EED expects the future Contractor to train designated EED staff in configuring workflow and task processes, creating checklists, forms, document templates and combining these components into a working process.

## 5 Subject of the contract and tasks of the Contractor

The Project is divided into four phases:

Once the Contractor is selected through the tender process, the contract will be signed, the Contractor role will be to prepare a Software Design Document (Phase 1), as described in subsection 5.1.

Once the Software Design Document is accepted, the Contractor's task will be to prepare the Proof of Concept (Phase 2) described in subsection 5.2.

Once the Proof of Concept is accepted, the contractor's task will be to develop the final version of the software (Phase 3) described in subsection 5.3.

Once the software is produced, the Contractor will implement it in the EED (Phase 3) as described in section 5.4.

### 5.1 Phase 1: Development of a Software Design Document

The task of the Contractor is conducting analytical workshops with EED and developing the Software Design Document (concept).

The Software Design Document must include:

#### 1. Introduction:

- a. Overview: A high-level description of the software system, its purpose, and its intended users.
- b. Objectives: Clear statements of the goals and objectives the software aims to achieve.
- c. Scope: The boundaries of the software system, including any limitations or constraints.

#### 2. System Architecture:

- a. High-Level Design: An overview of the overall system architecture, including major components, modules, and their relationships.
- b. Data Flow: Explanation of how data flows through the system, including input, processing, and output.
- c. Component Design: Detailed description of individual software components, including their responsibilities, interfaces, and interactions.

#### 3. User Interface Design:

- a. Description of the user interface elements, including screens, forms, menus, and navigation flows.

#### 4. Data Storage:

- a. Details about how and where data will be stored, including databases, file systems, or external APIs.

**5. Performance Considerations:**

- a. Performance Requirements: Specification of performance objectives, such as response times, throughput, and scalability.

**6. Optimization Techniques:**

- a. Description of any performance optimisation techniques, algorithms, or caching mechanisms employed.

**7. Security Considerations:**

- a. Security Requirements: Specification of security objectives, such as authentication, authorisation, data encryption, and secure communications.
- b. Access Control: Design and implementation of access control mechanisms to protect sensitive data and system functionality.

**8. Error Handling and Recovery:**

- a. Error Scenarios: Identification and description of potential error scenarios and exceptions that can occur.
- b. Error Handling Mechanisms: Description of how errors will be handled, including error messages, logging, and recovery strategies.

**9. Integration and Interface Specifications:**

- a. FileMaker Integrations: Description of APIs, or services that need to be integrated with the software.
- b. Interface Definitions: Detailed specifications of interfaces between different components or modules of the software.

**10. Testing and Quality Assurance:**

- a. Test Plan: Description of the testing strategy, list of test cases, and list of test scenarios to validate the software's functionality.

**11. Project costs**

- a. Proof of Concept scope proposal and cost
- b. Project cost estimate (including the licensing part of the planned components, as well as the implementation part, depending on the implementation time and the required team).

EED expects that the product analysis (Software Design Document) should be created in no more than 4-6 work weeks (subject to EED availability).

EED anticipates that the Contractor will have 3-4 meetings (out of which at least 2 in person meetings at EED premises in Brussels) with the client (users) and 'IT' to discuss technical aspects of the project, security requirements and integration with the financial system.

Additional shorter calls/consultations are foreseen to clarify "contentious issues" arising during the internal work on the document.

During the analysis workshop, the Contractor should:

- Review the scope of data collected and processed (what data, when, where and by whom entered)
- Discuss the business processes in the organisation in the area of grants
- Determine the expected way of working with the system of users with different roles - so-called user stories.

It is the Contractor's responsibility to select Microsoft components that fully meet the requirements set forth in this Invitation for EOI and SRS document.

## 5.2 Phase 2: Deliver a Proof of Concept

Once the Software Design Document has been developed and agreed, the contract will proceed to the second phase - preparation of a Proof of Concept (PoC).

A PoC is a design or prototype that aims to prove that an idea or solution is technically feasible. The PoC serves to test the concept, to check its suitability and effectiveness and to verify its efficiency.

The Contractor's task is to create a pilot version of the selected and agreed part of the project, i.e. the first working version equipped with a minimum number of functionalities to meet the needs of the software users and the customer. The advantage of this step is the minimal effort and cost put into building a prototype.

## 5.3 Phase 3: Development and delivery of the future System

The contract implemented under the project "New IT System for managing EED grants" and tasks of the Contractor in the stage of Development and delivery the future System includes:

1. Iterative delivery of the software so that the version meets the EED requirements described in this documentation.
2. Provide (develop and produce) the functionality of a specialised NEW\_SYSTEM Core module to support EED's grant handling processes replacing the existing GMS application.
3. The system must include all the components/modules described in Chapter 6.

The Contractor's should provide licensing, transfer of source codes and transfer of copyrights to the developed functionality and the final documentation.

The Contractor is responsible also for implementing in the EED organisation the software produced. The following specific tasks are assigned to the Contractor:

1. System Configuration: The contractor is responsible for configuring the software system according to the specifications and requirements outlined in the project documentation. This includes setting up databases, servers, network connections, and any necessary software components.
2. Customization and Configuration: The contractor should perform the necessary customization and configuration tasks to tailor the software to the specific needs of EED. This

may involve modifying system settings, user interfaces, workflows, or integrating additional functionalities as per the agreed-upon requirements.

3. **Data Migration:** EED expects the Contractor to migrate all data, documents and other files from the current GMS system. The Contractor should be responsible for planning and executing the data migration process. This includes mapping data fields, ensuring data integrity, and performing data validation to ensure a smooth transition of data to the new System. The EED will include the documentation with a description of the structure of the current database with tables, their description and relationships. The EED will provide the necessary consultation. As this process is complex and requires considerable detailing a valuation of this task and a decision on implementation will be made no earlier than after phase 2 of the project (after Proof of Concept).
4. **Integration:** The contractor is responsible for planning and integrating the new software with existing FileMaker accounting system. This involves designing and implementing integration interfaces, ensuring data flow and interoperability between systems.
5. **Testing and Quality Assurance:** The contractor should conduct thorough testing and quality assurance activities to ensure the software's functionality, reliability, and performance. This includes fixing bugs or issues, and performing system validation to meet the defined acceptance criteria.

#### 5.4 Phase 4: Software Implementation in the EED's Organization

During the software commissioning phase, the Contractor will be responsible for:

1. **Installation and Setup:** The Contractor should handle the installation and deployment of the software onto the designated infrastructure. This involves ensuring proper installation, configuration, and integration of all software components, modules, and dependencies.
2. **User Training and Documentation:** The contractor should provide training sessions for end-users to familiarize them with the software's features, functionality, and usage. Additionally, they should create comprehensive user documentation, including user manuals, guides, and FAQs, to support users in effectively utilizing the software.
3. **Technical Support and Maintenance:** The Contractor will be responsible for providing ongoing technical support and maintenance services for the implemented software. This includes addressing user inquiries, resolving technical issues, applying patches or updates, and ensuring the software remains functional and secure. As part of software maintenance, the Contractor will be obliged to adapt the software to new versions of system software, database software, etc. Technical Support and Maintenance would be subject to a separate contract.
4. **Support:** The Contractor would provide support to the EED in case they encounter issues or have questions while using the software. This might involve a helpdesk, ticketing system, or direct communication channels.
5. **Performance Monitoring:** Monitoring the performance of the software to ensure it's running smoothly and efficiently. If performance issues arise, the Contractor should diagnose and address them.



6. Security: Ensuring that the software is secure and protecting sensitive data. This involves configuring security settings, implementing access controls, and staying updated on security vulnerabilities.
7. Upgrades and Expansions: As the EED's needs evolve, there might be a need for upgrading to newer versions of the software or expanding its usage to more departments, procedures or teams. The Contractor would assist in planning and executing these changes.
8. Reporting and Analytics: Configuring and generating reports and analytics from the software's data, helping the EED gain insights into their operations and performance.

## 6 General overview of the System

### 6.1 System overview

The target software (System) should be modular and tool-based. The system should streamline the work on EED's grants, and give the possibility to develop and customise processes, templates, forms, checklists in the future.

The Project provides for the development and delivery of an integrated grant management system for the EED based on Microsoft Dynamics and Microsoft Power Apps.

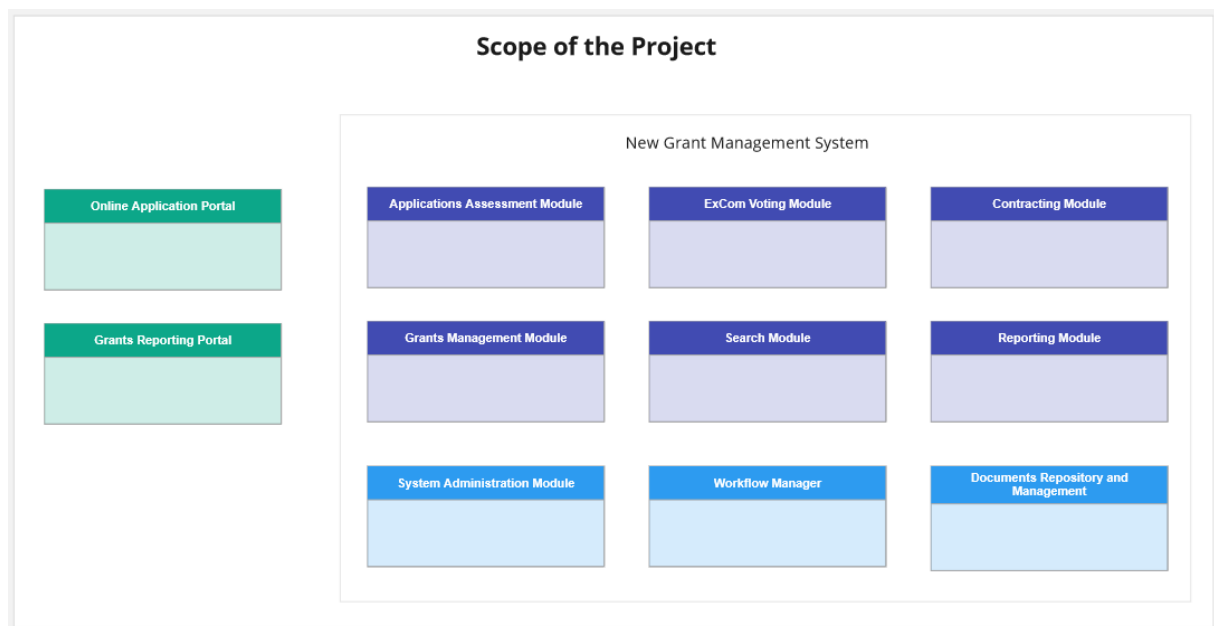


Figure 1 - Scope of the Project

Future System must include the following functional components:

- A. **NEW\_SYSTEM Core component** - the core of the EED information system, has forms to support the various sections of the grant process:
  - (a) Applications Assessments Module – main functionalities: preparing modular documents from templates, team work with task management, customisable checklists, customisable forms, editing application attributes, statuses marking, several workflows, multiple paths and workflow variants depending on the selected parameters, selection and grouping of applications (e.g. for GATM), task management with statuses and notifications, extra procedures for protected applications (BPP), marking applications for Funding Recommendations;
  - (b) ExCom Voting Module – main functionalities: customisable checklists, ExCom voting, customisable forms, several workflows, multiple paths and workflow variants depending on the selected parameters (e.g. first payment), selection and grouping of applications, preparing modular documents from templates;

- (c) Contracting Module – main functionalities: preparing modular documents from templates (contract, appendixes) team working with based on customisable forms, several workflows, multiple paths and workflow variants depending on the selected parameters, task management with statuses and notifications, extra procedures for protected applications (BPP);
- (d) Grant Management Module – main functionalities: management of the overall grant, management of instalments, merging and grouping of data, including financial data, preparing modular documents from templates (e.g. reports), team work with task management, customisable checklists, customisable forms, editing grant data and attributes, multiple dependent and independent workflows, many approval workflows, statuses marking, multiple paths and workflow variants depending on the selected parameters, task management with statuses and notifications, extra procedures for protected applications (BPP), marking applications for Funding Recommendations;

And functional modules:

- (e) Search Module - a functional module for retrieving information
- (f) Reporting Module - a functional module for reporting (extracting data).

The first four modules (a)-(d) represent the stage/status in which the application is.

The NEW\_SYSTEM core component must also provide supervisory functions (Applicant view, Donor view) with an easy-to-use search engine.

- B. **Workflow builder and manager** – this module is responsible for creating, configuring, and managing workflows within a software system. Main functionalities: workflow creation, workflow configuration (e.g. assigning roles or permissions, setting deadlines, defining conditions or triggers for workflow transitions, and specifying notifications or alerts), step and action definition, conditional routing, role-based access control, notification and reminders, monitoring and tracking, reporting and analytics, versioning and audit trail, integration and extensibility, security and permissions, workflow templates and reusability (e.g. cloning workflows).
- C. **Document repository and management** - a system module that enables teamwork on documents templates and the provision of rights for selected users or groups of users to edit and view with main functionalities: template creation and customization, document repository, document management, document search and retrieval, document collaboration and review, document lifecycle management, integration and APIs, reporting and analytics, audit trail and compliance.
- D. **System Administration** - The System Administration module is responsible for managing and maintaining the overall functionality, configuration, and security of a software system. It involves tasks related to system setup, user management, access controls, and system maintenance. Main system administration module functionalities: user management, system

configuration, access controls, system monitoring and maintenance, security and compliance, reporting and analytics.

- E. **Online Application Portal** - pre-submission of a grant application, with details of the application in a structured form with attachments. The portal should be equipped with application status check facility for the applicants. The Online Application Portal should be a part of the EED website.
  
- F. **Online Reporting Portal for Grantees** - once a grant has been awarded, the grantee is provided access to an online application (for reporting, which allows the determination of the payment deadline and allows the submission of financial and narrative reports for evaluation in a timely manner). There is also an online conversation between EED and the awarded party. This conversation must be initiated by the EED.

The system must be integrated with the FileMaker accounting software. The contractor must provide the necessary licences and services in this respect.

# 7 Expected way of cooperation in the design and production of the target software

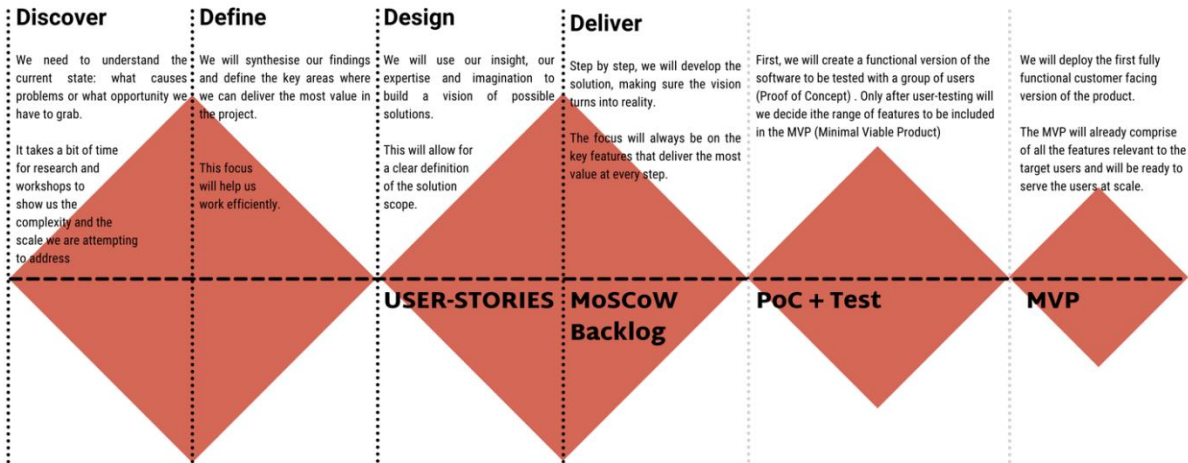
## 7.1 Expected way of work

Grant Management System is by far the most crucial and central IT tool in all EED’s processes. Any hindrances it causes, will directly affect the work of all the people who use it causing inefficiencies in operations and in communication. The complexity and the plethora of scenarios and interactions that GMS must serve can only be captured and reflected once the proper approach or method is also set in place. EED expects the Contractor to strictly follow a design thinking approach combined with iterative, agile project management methodology (e.g. Scrum) to deliver their solution.

This way of work follows a more abstract approach known as Software Development Lifecycle, which can be divided into the following stages:

- Requirements Gathering, (already covered by this document)
- Software Design
- Software Development
- Test and Integration
- Deployment
- Operationalisation and Maintenance.

The early stages of the design process should be viewed as follows:



The diagram above represents an extended version of the so-called double diamond method – a design thinking technique that combines divergent and convergent thinking to produce outcomes that satisfy the needs of all key-stakeholders and actors within the EED. EED expects that the prospective Contractor follow this technique in their line of work, as outlined in the other parts of this document.

To clarify the method, each diamond represents a stage in the design process, and they may be labelled: Designing the Right Thing (first diamond) & Designing Things Right (second diamond).

Third diamond and fourth diamond are added to expand the method.

The process requires (apart from the Project Manager) a Product Owner (from EED) or/and an external consultant to overlook the outcomes and highlight relevant requirements. The Product Owner and their team will collaborate with the Contractor to clarify any needs, coordinate tests and deliver feedback to the Contractor.

- The first diamond - **Designing the Right Thing** – is composed of two phases: a divergent thinking phase called **Discover**, which by nature is a research-heavy phase. This phase should produce a wealth of findings that need to be structured into insights, themes, and opportunity areas in the second part of that stage. The **Define** phase of the first stage ends with a synthesis of all the findings (convergent thinking) and a clear definition of the problem or opportunity at hand.

This stage has been already performed by EED and the findings are presented in the SRS. The outcome of this stage should be a clear definition of the problem or opportunity at hand. The existence of SRS naturally leads to the next phase. However, EED requires the Contractor to partner with the Product Owner (PO) to continue their research and validate our findings to tailor the solution based on their own conviction and observations.

- The second diamond - **Designing Things Right** - is meant to produce a set of so called ‘user stories’ and a backlog containing all the functionalities required to meet user expectations. The divergent part of the process, entitled **Design** is when the Contractor will work on a document called Software Design Document. Therein, the Contractor should explain the architecture, features and results of ideation on how given user stories will be addressed from the technological standpoint.

This second phase, called **Deliver**, is expected to end with a set of functionalities described by user stories (to be accepted by the PO and the Steering Committee), product backlog, and ultimately a Proof of Concept – at least in the form of a clickable mock-up which illustrates the flows of the key user stories. Once this stage is accepted, the double diamond exercise will be closed, and the proper Software Development stage will be initiated.

- The third diamond - **Proof of Concept (PoC) + Test** refers to the process of creating a small-scale, preliminary version of a software project or system to demonstrate the feasibility and viability of a particular idea, concept, or technology. A PoC is a design or prototype that aims to prove that an idea or solution is technically feasible. The PoC serves to test the concept, to check its suitability and effectiveness and to verify its efficiency.
- The fourth diamond - creating an **Minimum Viable Product (MVP)** is to quickly bring a basic version of the product to market, allowing the development team to validate assumptions, test hypotheses, and learn from user interactions.

Having a clear picture of a product backlog, the Contractor should present a team of professionals who will be responsible for the development of the software solution and provide an estimate of how many sprints (2- to 4-week iterations) will be required to accomplish the project.

EED will reserve a right to halt the works of the team when the PO and Steering Committee decide the product has reached a satisfactory stage.

Regarding the sprints themselves, EED expects they follow an iterative pattern well-known from agile methods: Planning, Development, Sprint summary, and Retrospective (Lessons Learned). This will allow a team to regularly interact with the Product Owner and assess their progress.

It may also be considered, during the production of the software solution, whether the backlog requires a degree of adjustment. If so, the team may also organise refinement meetings to better prioritise work, respond to the EED's needs as well as other circumstances and get better results.

## 7.2 Agile software development requirements

EED has the following requirements for agile software delivery:

### 1. Iterative Development:

Requirement:

The software development process should be organised into iterative cycles, with each iteration delivering a functional increment of the software.

### 2. Cross-Functional Teams:

Requirement:

The development team should consist of individuals with diverse skills and expertise, covering all necessary aspects of the software development process.

### 3. Continuous Integration and Delivery:

Requirement:

The development process should incorporate continuous integration and delivery practices, enabling frequent integration of code changes and regular delivery of working software.

### 4. Continuous Feedback and Adaptation:

Requirement:

The development process should include mechanisms for continuous feedback and adaptation, involving stakeholders such as EED, end-users, and other relevant parties.

## 8 Instructions for preparing an Expression of Interest (EOI)

### 8.1 Description of EOI preparation

This chapter contains key requirements on the details of how to prepare an EOI in a tender procedure.

- 1 The Tenderer should submit an EOI - in the form drawn up in accordance with Section no 8.2 together with all required documents.
- 2 The EOI must be written legibly in English.
- 3 The EOI should be submitted not later than 30 April 2024 by 10:00 AM (CET).
- 4 Each Tenderer, whose EOI is selected, will be obliged to sign a NDA.
- 5 The discovery by the EED of false information provided by the Tenderer will result in the exclusion of the Tenderer from the procedure.
- 6 Tenderers who meet the following conditions may compete for the contract :
  - a) They are entitled to act in legal and economic transactions and conduct business activity,
  - b) They have the necessary authorisations to perform the works or activities covered by the subject of the contract,
  - c) They are a registered software development company,
  - d) They have the necessary knowledge and experience, economic and technical potential, as well as staff capable of performing the contract,
  - e) They hold Microsoft Solutions Partner for Business Applications designation (badge),
  - f) Within the last three years preceding the deadline for submission of Expressions of Interest they have successfully completed at least two software development projects using MS Dynamics, each with a net value of €250,000 or more,
  - g) They fulfil the applicable technical and professional criteria indicated in this Invitation,
  - h) They are in a financial position to perform the contract,
  - i) They have sufficient number of qualified staff and an infrastructure and operational set-up that enable the tenderer to dedicate a certified project manager (and a replacement, should the project manager be unavailable) with working knowledge and experience in agile project management (with up-to-date agile project management certificate, such as PMI-ACP, Agile P2P or similar) who will manage the project,
  - j) They provide signed Declaration on honour on exclusion criteria and selection criteria,
  - k) They submit an EOI before the indicated deadline.

The Tenderers may ask questions regarding the tender procedure by writing an e-mail to:

[ITProject@democracyendowment.org](mailto:ITProject@democracyendowment.org)



## 8.2 Description of contents of Expression of Interest

An Expression of Interest (EOI) should consist of several key chapters that provide a comprehensive overview of Tenderer organization's qualifications and interest in New IT System for managing EED grants software development.

The following chapters should be included in an EOI:

### 1. Introduction

Brief summary expressing Tenderer organisation's interest in the project and how it matches the organisation's profile – max. 0.5 page.

### 2. Executive Summary

A concise summary highlighting Tenderer organisation's/consortium's key strengths, qualifications, and experience relevant to the project – max. 0.5 page.

### 3. Organization Profile

Detailed information about Tenderer organisation, including its background, organisational set-up, mission, values, and overall capabilities. This section showcases your organisation's expertise and industry qualifications. In case of consortia please, provide information on each consortium member – max. 3 pages.

### 4. Project Understanding

A demonstration of Tenderer understanding of the project's objectives, scope, and requirements. Explain how your organisation's skills, resources, and experience align with the project's needs – max. 1 page.

### 5. Experience and Track Record

List of implemented projects of similar scale with client's name, country & city, and contact data of the client. In case of consortia please, provide information on each consortium member – max. 1 page.

Please, name at least two software development projects using MS Dynamics, each with a net value of €250,000 or more, successfully completed within the last three years preceding the deadline for submission of Expressions of Interest. EED reserves the right to contact the named reference person.

### 6. Methodology and Approach

Detailed explanation of the methodology and approach Tenderer's organisation will employ to complete the project successfully. Highlight any unique processes, project management methodology, tools, licences, or techniques you will utilize – max. 3 pages.

### 7. Resources and Capacity

Brief description of the resources and capacities available within your organisation to undertake the project: team's size, qualification/technical capabilities of staff, spoken languages, office location(s), list of all vendors or subcontractors you plan to engage (with

their roles in the project). In case of consortia please, provide information on each consortium member – max. 1 page.

**8. Financial Stability**

Brief overview of Tenderer organisation's financial stability and annual turnover.

**9. Contact Information**

Clear contact information for the person or team responsible for handling inquiries and coordinating further discussions – name, telephone number and e-mail.

An EOI template is provided along with this Invitation.

## 9 Key provisions of the agreement

This chapter contains the key provisions of the contract to be signed with the Contractor.

### 9.1 Main provisions

This Software Development Agreement ("Agreement") is entered into between [Name of Contractor] ("Developer") and European Endowment for Democracy ("EED") on this [Date] ("Effective Date").

#### 1. Background

- 1.1. Description: EED intends to develop a software product ("Software") to speed up the flow of information during internal grants management processes, facilitate access to data and improve the organisation of submitted applications and documents and management of grant implementation as described in the attached Software Requirements Specification (*Appendix A*).
- 1.2. Scope of Work: The EED hereby engages the Developer to perform software development and implementation services according to the following consecutive, independent phases:
  - Phase 1: Software Design Document Development
  - Phase 2: Proof of Concept Software Development
  - Phase 3: Agile Software Development
  - Phase 4: Software Implementation in the EED's Organization
- 1.3. Responsibilities: The developer agrees to provide the necessary expertise, resources, and efforts to develop and deliver the Software in accordance with the agreed-upon terms and conditions.

#### 2. Deliverables and Acceptance

- 2.1. For each phase, the Developer shall deliver the following:
  - 2.1.1. Phase 1: Software Design Document
  - 2.1.2. Phase 2: Proof of Concept Software
  - 2.1.3. Phase 3: Agile Software Development Plan
  - 2.1.4. Phase 4: Implemented Software in the Customer's Organization
- 2.2. The EED shall evaluate each phase and provide written acceptance or rejection within [insert number of days] days of receiving the deliverables. If the deliverables are rejected, the Developer shall make necessary revisions until they meet the EED's requirements.

#### 3. Evaluation and Decision

- 3.1. Upon the EED's evaluation of each phase, it shall decide whether to continue with the Contract and proceed to the next phase or discontinue the Agreement. The decision to continue or discontinue shall be made in writing within [insert number of days] days of receiving the deliverables.
- 3.2. If the EED decides to continue, both Parties shall proceed to the next phase, and the Developer shall provide an updated timeline and cost estimate for the subsequent phase.

- 3.3. If the EED decides to discontinue, the EED shall pay the Developer for the completed phase as per Section 2 and terminate the Agreement without any further obligations.

#### **4. Agile Software Development Process (Phase 2 and Phase 3)**

- 4.1. Agile Methodology: The development process will follow the Agile methodology, allowing for flexibility, frequent iterations, and collaboration between the parties involved.
- 4.2. Sprints: The development will be divided into time-boxed iterations called "Sprints," with each Sprint focusing on specific features and objectives.
- 4.3. Deliverables: The Developer agrees to deliver functional increments of the Software at the end of each Sprint as defined in the Sprint Plan prepared by the Developer prior to the Sprint.*(Appendix B)*.
- 4.4. Sprint Reviews: After the completion of each Sprint, a Sprint Review meeting will be conducted to evaluate the delivered increments and gather feedback from EED.
- 4.5. Change Requests: EED may request changes or additions to the Software during the development process. Any requested changes will be evaluated by both parties for feasibility, impact on cost and timeline, and agreed upon in writing before implementation.

#### **5. Project Management**

- 5.1. Project Manager: Each party shall designate a Project Manager responsible for coordinating and overseeing the project. The Project Managers will serve as the main points of contact for all project-related matters.
- 5.2. Collaboration: Both parties agree to collaborate and communicate regularly to ensure effective progress tracking and issue resolution.
- 5.3. Reporting: The developer shall provide regular progress reports, including status updates, risks, and issues, to EED.
- 5.4. Escalation: In the event of any disputes or disagreements, both parties agree to resolve them amicably through negotiation. If a resolution cannot be reached, either party may escalate the matter to higher management.

#### **6. Intellectual Property Rights**

- 6.1. Ownership: EED shall retain all intellectual property rights to the Software, including but not limited to copyrights and patents.
- 6.2. Licence: The developer grants EED a non-exclusive, worldwide, royalty-free licence to use, modify, and distribute the Software for its intended purpose.
- 6.3. Third-Party Components: If the Software includes any third-party components, the Developer shall ensure that appropriate licences are obtained, and EED's rights to use such components are safeguarded.

#### **7. Confidentiality**

- 7.1. Confidential Information: Both parties acknowledge that they may have access to confidential information related to the Software and agree to keep such information confidential during and after the term of this Agreement.

7.2. Non-Disclosure Agreement: If deemed necessary, both parties shall enter into a separate Non-Disclosure Agreement (NDA) to further protect any sensitive information shared between them.

## 8. Governing Law and Dispute Resolution

8.1. This Agreement shall be governed by and construed in accordance with the laws of [Insert governing jurisdiction]. Any dispute arising out of or in connection with this Agreement shall be resolved through good-faith negotiations. If the Parties fail to reach a resolution, the dispute shall be submitted to binding arbitration in accordance with the rules of [Insert arbitration institution] in [Insert arbitration city] before a single arbitrator appointed in accordance with said rules.

## 9. Payment

9.1. The Developer shall be compensated for each completed phase as follows:

9.1.1. Phase 1: [Insert Payment Amount]

9.1.2. Phase 2: [Insert Payment Amount]

9.1.3. Phase 3: [Insert estimated Payment Amount (+/- 10%), which will be confirmed after Phase 2]

9.1.4. Phase 4: [Insert estimated Payment Amount (+/- 10%), which will be confirmed after Phase 3]

9.2. Payment for each phase will be made within [insert number of days] days of the EED's acceptance of the deliverables for that particular phase.

9.3. Invoicing: The Developer shall submit invoices to EED for the payment of fees as specified

## 10. Other arrangements

10.1. The Project communication language is English

10.2. The Project is located in Brussels at EED headquarters - Rue de la Loi 34, B-1040 Brussels, Belgium. All work requiring direct contact with users will be carried out at EED headquarters. EED does not anticipate any deviation from this provision.

## 9.2 Timetable for Software Development Contract

### 1. Project Initiation and Planning:

Duration: 1 week

Activities:

- Kick-off meeting to discuss project objectives, requirements, and scope.
- Requirement gathering and analysis.
- Preparation of a project plan, including milestones and deliverables.
- Agreement on project timelines and resource allocation.

## **2. Software Design Document Preparation (Phase 1):**

Duration: 6 weeks

Activities:

- Detailed analysis of requirements and stakeholder needs.
- Creation of a software design document outlining the system architecture, components, and interfaces.
- Collaboration with stakeholders to gather feedback and incorporate necessary revisions.

## **3. Development and Iterative Delivery (Phase 2 and Phase 3 of the Contract):**

Duration: Multiple sprints, typically 2-4 weeks per sprint

Activities:

- Sprint planning, including task breakdown and assignment.
- Agile development iterations following the chosen methodology (e.g., Scrum).
- Continuous integration and testing of software increments.
- Regular sprint reviews and demonstrations to gather feedback and validate the delivered functionality.
- Ongoing collaboration and communication with EED to address any changes or updates needed.

## **4. System Prototype (Proof of Concept) Delivery (Phase 2):**

Duration: 12 weeks (may vary based on project complexity)

Activities:

- Development of a functional system prototype addressing the key requirements and user needs.
- Iterative refinement of the prototype based on feedback from key users and stakeholders.
- Conducting user acceptance testing (UAT) to ensure the prototype meets the desired objectives and usability criteria.
- Documenting and incorporating feedback from key users into the final system design.

## **5. Final System Version Delivery (Phase 3):**

Duration: 40 weeks (may vary based on project complexity)

Activities:

- Iterative development and testing of the software, addressing any remaining issues or bugs.
- Integration of all system components and modules.

- Performance optimisation, security testing, and quality assurance.
- User training and documentation preparation.
- User acceptance testing of the final system version.
- Deployment and delivery of the fully functional system to EED.

### 9.3 Software Increment Acceptance Procedure

This Software Increment Acceptance Procedure ("Procedure") outlines the steps and criteria for the acceptance of software increments developed under the iterative, agile contract between [Name of Contractor] ("Developer") and the European Endowment for Democracy ("EED"). This Procedure ensures that each software increment meets the agreed-upon requirements and quality standards before its acceptance by EED.

#### 1. Sprint Review Meeting:

- 1.1. At the end of each sprint, a Sprint Review meeting will be scheduled between the Developer and EED.
- 1.2. The purpose of the Sprint Review meeting is to showcase the developed software increment and gather feedback from EED.
- 1.3. During the Sprint Review meeting, the Developer will provide a demonstration of the functionality implemented in the software increment.

#### 2. Acceptance Criteria:

- 2.1. EED, in collaboration with the Developer, will define the specific acceptance criteria for each software increment.
- 2.2. Acceptance criteria will be documented and agreed upon prior to the start of each sprint.
- 2.3. Acceptance criteria may include functional requirements, performance benchmarks, user experience criteria, security standards, and any other relevant quality parameters.

#### 3. Acceptance Process:

- 3.1. The acceptance process for each software increment will follow these steps:
  - a. Review: EED will review the delivered software increment against the agreed-upon acceptance criteria.
  - b. Evaluation: EED will evaluate the functionality, performance, and adherence to quality standards.
  - c. Feedback: EED will provide feedback on any identified issues, discrepancies, or desired improvements.
  - d. Clarification: The Developer will seek clarification from EED, if needed, to address any concerns or questions.
  - e. Resolution: The Developer will address the feedback, fix any reported issues, and make necessary adjustments as per the acceptance criteria.
  - f. Re-evaluation: EED will re-evaluate the modified software increment to ensure the reported issues have been resolved.
  - g. Acceptance Decision: EED will make a decision regarding the acceptance of the software increment based on the re-evaluation.

#### **4. Acceptance Criteria Approval:**

- 4.1. Once EED confirms that the software increment meets the defined acceptance criteria, an acceptance decision will be made.
- 4.2. Acceptance decisions can be one of the following:
  - a. Accepted: The software increment is approved and accepted by EED.
  - b. Conditionally Accepted: The software increment is provisionally accepted with minor issues or non-blocking deficiencies that can be resolved during subsequent iterations.
  - c. Rejected: The software increment does not meet the acceptance criteria, and further work is required to address the identified issues.

#### **5. Documentation:**

- 5.1. The acceptance decision, along with any feedback or conditions, will be documented by EED and shared with the Developer.
- 5.2. Both parties will maintain records of the acceptance decisions and related communication for reference and audit purposes.

### 9.4 Termination or Dissolution of Contract in an Iterative, Agile Contract

#### **1. Termination Notice:**

- 1.1. Either party may initiate the termination process by providing a written notice to the other party.
- 1.2. The termination notice should clearly state the reasons for termination and the intended effective date.

#### **2. Termination Meeting:**

- 2.1. Upon receipt of the termination notice, both parties should schedule a termination meeting to discuss the termination process and any outstanding matters.
- 2.2. The termination meeting should aim to address concerns, resolve disputes, and agree on the transition of project deliverables, assets, and intellectual property rights.

#### **3. Transition Plan:**

- 3.1. EED and the Contractor should collaborate to develop a transition plan that outlines the steps required to conclude the contract and transfer responsibilities.
- 3.2. The transition plan should address the transfer of project documentation, source code, intellectual property rights, and any other relevant deliverables.
- 3.3. The plan should identify the parties responsible for specific tasks and establish timelines for their completion.

#### **4. Ownership and Intellectual Property:**

- 4.1. The contract should specify the ownership and intellectual property rights of the developed software and related deliverables.
- 4.2. Upon termination, the parties should ensure a smooth transfer of ownership and clarify the usage rights of the software developed during the contract period.



**5. Project Handover:**

- 5.1. The Contractor should provide all relevant project documentation, including design documents, technical specifications, test plans, and any other necessary materials, to facilitate a smooth handover.
- 5.2. EED may request additional support from the Contractor to assist in the transition and transfer of knowledge to an internal team or a new contractor.

**6. Settlement of Accounts:**

- 6.1. The termination process should address the settlement of accounts, including any outstanding payments, reimbursements, or penalties.
- 6.2. Both parties should review and reconcile any financial obligations or claims arising from the termination, ensuring a fair and transparent resolution.

**7. Confidentiality and Non-Disclosure:**

- 7.1. Both parties should reiterate their obligations regarding the protection of confidential information and intellectual property even after the termination of the contract.
- 7.2. Confidentiality and non-disclosure provisions should remain in effect to safeguard sensitive information shared during the contract period.

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– End of Invitation for Expressions of Interest –

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