

Response: If the solution meets the requirement out of the box, respond with “**Out of the Box.**” If the solution meets the requirement with tailoring, respond with “**Tailored.**” If customization of the solution is required to meet the requirement, indicate “**Customization.**” Otherwise, indicate “**Requirement Not Met.**” Provide supporting narrative in the Comments section (i.e. which module supports the requirements, how the solution meets the requirement.)

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1.0 Budgeting

The system must be able to support budgeting for Tanager's corporate and project-based operations. Each contract/project has (1) a donor approved budget, (2) a corporate budget, and (3) a working budget. Each contract/project must be able to report actuals plus projections against the donor-approved budget for the life of the project, the donor-approved budget is stagnant but may change during the life of the project and may have different chart of account sections than Tanager; a formal corporate contract/project budget is submitted semi-annually and approved by senior management, each contract/project budget must be able to report against the approved corporate contract/project budget; the contract/project implementation team continuously adjusts project budgets to account for real time project changes and adaptations, the project implementation team must be able to make micro adjustments on an on-going basis. All contract/project budgets must consolidate into a single organization budget along with overhead activities and department budgets.

A corporate budget is developed annually, and revised at least on a bi-annual basis. All entity/country and project budgets must roll into a corporate budget.

Rqmt #	System Requirement Description	Response	Comment
1.1	Construct project budgets including a variety of detailed categories such as: <ul style="list-style-type: none">• Labor roles• Specific individuals• Lodging• Travel• Activity costs• Office supplies, other materials• Allocations (fringe, indirect, shared costs)		
1.2	Create a variety of budget scenarios to test various project spending assumptions		
1.3	Retain historical budgets to compare patterns of spending over time while operating with an approved budget		
1.4	Build out budgets in local currency and convert those budgets to USD and another different currency. Additionally, USD budgeted costs must be able to convert to local currency		
1.5	Prepare corporate budgets based on corporate chart of accounts as well as consolidation of		

	individual contract/project and other department budgets		
1.6	Map actuals plus budgeted costs to the donor's chart of account headings which may differ from the corporate chart of accounts		
1.7	Ability for budgets to be built up by different stakeholders who have access and control only over their areas of the budget		
1.8	Incorporate workflows that alerts budgeteers that their submissions are, for example, ready for entry, ready for review by supervisors, and needing revisions		
1.9	Ability to "lock" corporate / donor budgets after they are approved by senior management / donor		
1.10	Capability to create budgets from proposal phase, that are built on the corporate chart of accounts and map to a donor chart of account headings (which may differ from the Tanager chart of accounts) and transition to a live project once donor approved		

2.0 Entity & Project Accounting and Management

Tanager's operations is based off donors funded contacts/projects. Contracts may be firm fixed price (FFF), cost reimbursable (CR), cost reimbursable plus fixed fee (CRFF), or time and materials (T&M). Projects may be funded by one or more donors with differing contractual instruments and project components, each of which may have different reporting requirements to be tracked for the life of the project. Each contract also has varying indirect and office/entity allocations.

Projects are implemented incurring costs out of (1) a primary Tanager office/entity (most often not DC), (2) the DC office, and (3) another Tanager office/entity in a different location (not DC). The primary Tanager office incurs local labor, office (rent, utilities, office supplies), travel, vehicles, training expenses, and other direct costs (ODCs) in the local currency (LC). The DC office incurs labor, travel, and ODCs in USD. The other Tanager office, not the primary, will incur labor, travel, and ODCs in its local currency. All transactions will need to consolidate by project, but each Tanager office/entity's individual transactions need to remain separate for local government auditing purposes. All entities must also consolidate for an annual organization-wide audit based in DC in USD.

Overhead activities and departments incur costs primarily out of the DC office, but all office/entities also incur costs for overhead activities and departments.

Successful project/overhead activities/departments execution depends on managers being able to manage budget vs. actuals on a real-time basis as well as understand estimated cost to complete based on trends, projected expenses, and obligated but not incurred or invoiced expenses (such as a subcontractor contract that is paid/invoices based on completed deliverables that have not yet been fulfilled).

Rqmt #	Requirement Description	Response	Comment
2.1	Support for donor-funded project accounting		
2.2	Required project related data includes, but is not limited to: <ul style="list-style-type: none"> • Project/overhead identifier • Project/overhead name • Project start and end dates • Donor(s) • User-defined fields to designate project subject area, country/region of operation, etc. • Defined and user-defined project roles: team lead, project manager, consultant, etc. 		

	<ul style="list-style-type: none"> • Contract instrument • Project balances (i.e. award amounts, commitments, obligations, etc.) 		
2.3	Capture actual expenses in real time by categories of labor, specific individual hours, direct costs such as activities, travel, office, vehicles, ODCs, etc.		
2.4	Link projects to one or more sources of funding and report back to donors according to their specific reporting requirements		
2.5	Ability to calculate, monitor, and apply various kinds of allocations such as indirect, fringe, and fees to project/overhead expenses at the contract/project level		
2.6	Consolidate expenses by project at a corporate level, but also allow transaction to remain separate by entity/office		
2.7	Recognize revenue by project by (1) direct costs and allocations, (2) indirect allocations, and (3) fee allocation		
2.8	Defer revenue by contract/project if paid in advance		
2.9	System generated invoices that can be based off fixed installments, period-based expenditure, or fixed rates by contract payment terms.		
2.10	Set workflows for transaction initiation, review, and approval by role		
2.11	Support documentation attachments for each transaction		
2.12	System based reconciliations		

3.0 Timekeeping

Tanager staff require the ability to record their time worked on (1) donor-funded and (2) overhead activities. Each Tanager office/entity have different pay period cycles (monthly, biweekly, weekly, etc.) and vacation/sick leave accrual rates. Tanager currently has over 200 staff across all offices/entities. The system should have room to grow the number of staff across all offices/entities. Staff level of effort (LOE) is required to be tracked by project in order to allocate the corresponding salary, benefits, and leave to the project or overhead activity.

Rqmt #	Requirement Description	Response	Comment
3.1	Associate any Tanager employee with the list of project/overhead codes that individual is authorized to work on		
3.2	Present the user's budgeted LOE for any given project/overhead code as they record time		
3.3	Identify the location where the hours were worked (i.e. country, city), as well as the location that benefits from the work that was conducted, which may be different than the location where the hours were worked).		
3.4	Automated carry over of project/overhead code from previously submitted timesheets so only hours have to be entered rather than consistently used project/overhead codes		
3.5	Automate routing of timesheets from the staff member to supervisor for review and approval		
3.6	Supervisor ability to delegate review and approval to others when on leave or otherwise unable to approve timesheets		
3.7	Automatically escalate timesheet approval after a user-provided period in the event the supervisor fails to approve it in a timely manner		
3.8	Ability to accrue leave and display balances according to the individual's office/entity, position, and/or years of service		

4.0 Travel/Expense Reports

Tanager staff often incur organization/project expenses due to travel or immediate cash payment/vendor needs. Sometimes, staff are given advances ahead of time in order to pay for the costs. Tanager reimburses the staff based off travel/expense reports accompanied by receipts and either pays the staff member out for additional expenses incurred above an advance or reconciles against the advance resulting in no further payout. Optimally, staff should be able to record their expense reports and receipts via mobile phone/tablet apps.

Rqmt #	Requirement Description	Response	Comment
4.1	Assign expenses to chart of account codes and project/overhead codes		
4.2	Automatically generate allowances for meals and incidentals based on location for the time traveled		
4.3	Reduce meal allowances if meals are provided, for example, by the organization		
4.4	Upload scanned images of expense receipts and associate those with relevant expenses		
4.5	Automate routing of expense reports from staff member to supervisor and primary accountant for approval/rejection		
4.6	Automatically escalate expense report approval after a user-provided period in the event the supervisor fails to approve it in a timely manner		
4.7	Capture expenses in local currency and language		
4.8	Override the automatically generated allowances for meals and incidentals for certain projects as needed by specified users		
4.9	Capture staff advances		
4.10	Cap multiple staff advances and advance amounts for different individuals		

5.0 Reporting and Business Intelligence

Tanager senior management, project managers, and accountants require the ability to quickly understand financial progress on any given project, portfolio, offices/entities, and as a corporate entity. Users should be able to see results in real-time and be able drill down from reported amounts into details that makes up totals. Users should be able to quickly and easily create project financial reports based on account codes and other dimensions defined during implementation.

Rqmt #	Requirement Description	Response	Comment
5.1	View financial results through different kinds of dashboard widgets		
5.2	Reporting suitable to the role of the user as well as any favorite reports the user may have designated		
5.3	Have a rich collection of standard financial reports and user-tailor reports according to various parameters such as date range and fiscal year, as well as filter by any given dimension value		
5.4	Ability for users to see results summarized at the office/entity level and then drill into totals to see detailed entries for individual projects that make up the portfolios		
5.5	Automatically report out on project financials mapped to donor chart of account headings/formats and currency		
5.6	Automatically report out on office/entity financials mapped to governmental chart of account headings/formats		
5.7	Display project financials in both the office/entity's local currency and in USD and in a possible differing third currency (donor may require a different currency)		

6.0 Procure to Pay

Tanager requires the ability to understand the budgetary effects of decisions to procure goods/services. Tanager would need to be able to “ earmark ” funds for intended purchases through recording of purchase requests so it can plan spending and match needs vs. budget. Tanager also wants to be able to use matching techniques to bring together invoices, purchase orders (POs), and goods receipts to approved payment requests for vendors. This should all be based on an automated approval workflow.

Rqmt #	Requirement Description	Response	Comment
6.1	Record purchase requests as obligated funds for projects/overhead codes		
6.2	Generate POs based on approved purchase requests with the ability to generate electronic purchase orders		
6.3	Receive hard copy or electronic invoices and match them against outstanding POs and payment terms		
6.4	Record goods/services receipts that match with invoices and POs		
6.5	Check contract/project funds availability against budget plus actuals at each stage of the procure to pay cycle		
6.6	Given user defined thresholds, provide the ability to automatically approve payments for purchases matched and are within user defined limits		
6.7	Trace procurements from payment back to purchase request		
6.8	Consolidate several POs into a single invoice		
6.9	Designate workflows for initiation, review, and approval of procurements with automated staff roles for each responsibility		
6.10	Support documentation attachments or linking to SharePoint		
6.11	Small asset tracking (inventory of laptops, chairs, cars, etc). No depreciating function needed.		

7.0 Multi-Currency

Projects are implemented incurring costs out of (1) a primary Tanager office/entity (most often not DC), (2) the DC office, and (3) another Tanager office/entity in a different location (not DC). The primary Tanager office incurs expenses in the local currency (LC). The DC office incurs expenses in USD. The other Tanager office, not the primary, will incur expenses in its local currency. All transactions will need to consolidate by project in the primary office's LC and in USD.

Overhead activities and departments incur costs primarily out of the DC office in USD, but all office/entities also incur costs for these initiatives and departments their local currency.

Most Tanager donors pay in USD to the DC office. There are some cases where the donor pays in local currency directly to the primary Tanager office in a country (not the DC office). The DC office transfers cash in USD to other office/entities monthly, some office/entities have a USD account, some only have a local currency account (based on local laws and regulations). The currency exchange evaluation must occur either when (a) the office/entity transfers the funds into the local currency account for use (if the office entity has a USD account) or (b) the monthly transfer hits the office/entity account (if the office/entity does not have a USD account). There are cases where the donor pays directly to the primary implementing Tanager office (not DC). The donor will pay in its local currency to the office/entity and follows the normal DC monthly transfer, except at different intervals as specified in the contract.

Additionally, at the end of the monthly accounting period Tanager must realize currency gains and losses by project.

Rqmt #	Requirement Description	Response	Comment
7.1	Capture the exchange rate of any given office/entities currency when receiving monthly transfers from DC or payments directly from donors		
7.2	Transact in office/entity local currency		
7.3	Calculate and apply currency exchange rate gain/loss against financial performance for any given month for all offices/entities		
7.4	Track budget and report on financial performance in the company's local currency, USD, and the donor's currency		

8.0 Technical Requirements

Tanager anticipates acquiring a new “state of the market” solution which will give Tanager staff the ability to access the application(s) simultaneously from any location with internet connection. The desired solution does not require the user to install any components on their desktop devices. It should provide users with the ability to access various aspects of the application from mobile devices such as smart phones and tablets. Tanager is a Microsoft Office 365/SharePoint-based entity so integration with Microsoft tools and authentication via Microsoft Active Directory and/or Azure Active Directory is key as well.

Rqmt #	Requirement Description	Response	Comment
8.1	Software as a Service, that is, no software components required to be installed on the local device other than those incidental to accessing the application over a browser		
8.2	Multi-user access, limited record locking functions that would inhibit a user’s experience		
8.3	Accessible by mobile devices such as iOS and Android. Please identify any limitations with respect to supported technologies or around functionality that isn’t supported on a mobile device.		
8.4	Accessible by any state of the market browser. Vendor should indicate any non-supported browsers in general use.		
8.5	Tanager works in locations where there can be limited internet bandwidth (i.e. < 10 mbps.) The solution should have the ability to be configured to be usable in bandwidth challenged locations.		
8.6	Users in overseas locations may experience issues from time to time with respect to power and internet connectivity. The system should provide the ability for users to continue to be productive in the event they have lost power and/or internet connectivity. Detail offline solution.		
8.7	Ability for the user to scan content and attach/link to a transaction. Please provide the list of record types/screens to which a scanned		

	document can be attached/linked. Also, describe how the scanned content is stored (i.e. SQL BLOBs, SharePoint documents, etc.) and how the user navigates to document libraries to link the record to the supporting documentation.		
8.8	Ability to create/update data records through character recognition of uploaded scanned content		
8.9	Ability for users to utilize automated workflow processes for workloads like approvals. Please describe any workflows that are available out of the box. Also, provide content describing how workflows can be configured by Tanager staff with proper training.		
8.10	Ability for users to message other users within the application		
8.11	The system shall provide the ability to personalize the display environment including pinning various kinds of content, functions or links to their landing page.		
8.12	System must integrate with a leading BI tool such as Power BI. Please indicate which platforms are supported, any additional required licensing for use, and any special considerations around deployment.		
8.13	Integrate with Ultimate Software's UltiPro, Unit4's Business World, and several other international payroll systems (Keeka for India for example) for two-way automated transfer of content. Please indicate how your solution can support integration with the three platforms named above and international payroll platforms writ-large.		
8.14	Automating as many processes within the system as possible. Please indicate how your solution		

	could facilitate emailing of workflow requests/records/transactions to internal and external stakeholders. For example, automatic email delivery of purchase orders or invoices.		
8.15	Automatically upgraded by the implementation provider. Please describe how updates and fixes to the proposed SaaS solution are facilitated by the solution provider.		
8.16	Disaster recovery/business continuity safeguards in place to protect the data and configuration content of Tanager's instance		
8.17	Provider-defended platform from unauthorized access and hacking		
8.18	Permissions within the applications are driven by user, user role, and aspects of the application configuration (i.e. office/entity, GL account, etc.)		
8.19	Tanager operates around the globe, solution application and customer service must be available 24/7.		