

## TERMS OF REFERENCE

### **Request for Proposals:**

IPPF is inviting proposals from agencies/firms for implementation of the second phase of NSPB across the Federation.

### **Deadline:**

Proposals must be received by IPPF in the format indicated by **17th March 2023, 5 pm BST.**

### **Background**

Following the Governance reforms in 2020, IPPF has been on a journey of moving to a unified secretariat, with common and consistent practices, processes, and systems. These reforms enabled IPPF to move from siloed multiple offices across the globe to a unified secretariat with a new operational model which aims at a more Member Association (“MA”) centric federation.

To work successfully as a unified secretariat, amongst other things, IPPF also needed to get all its systems and data management mechanisms to pull unidirectionally towards achieving the common goal of leaving no one behind in the Sexual and Reproductive Health and Rights space.

In Finance and Technology this meant moving to a unified way of working and building core practices that provide information accurately and on time. Through this journey, we have achieved success across multiple areas, which include but are not limited to moving our secretariat offices onto a common ERP system, getting our annual accounts audited using data from the common ERP system, developing the unified Secretariat budget, and thereafter putting together our first ever unified secretariat Plan and Budget in 2022.

The Netsuite review undertaken in the middle of 2020 found that there was a need for a better solution to replace Adaptive Insights for IPPF’s budgeting and reporting requirements. In 2021, the unified secretariat budget was prepared on excel documents, which were stitched together manually into a consolidated budget document that went to the Finance, Audit and Risk committee (C-FAR) and then the Board of Trustees for approval.

Thereafter the C-FAR asked the management to work on setting up a proper system of forecasting within IPPF that can consider the historical position of budget vs actual, but also gives a forward-looking picture of the budgetary spending trends.

Given the above, it was concluded that IPPF urgently needed a planning, budgeting, forecasting, and reporting tool. In order to identify the correct solution, a detailed deliberation was undertaken with the NetSuite team and NSPB was the solution that was singled out.

NetSuite NSPB is an agile planning solution that supports organisation wide planning, budgeting/forecasting, and reporting using desktop, mobile and Microsoft Office interfaces. It provides a robust modelling framework that helps develop reliable strategic, operational and program / project financial plans and forecasts to support organization alignment and help make informed decisions. NSPB is the best-in-class solution, proven in the marketplace to provide timely, actionable plans.

The high-level requirements of this tool include but were not limited to:

- ensuring seamless integration between the NetSuite financials and NetSuite planning and budgeting tool (NSPB).
- generating budget vs actual position to date, by entity /project/activity code/GL code.
- generating financial projections of income/expenditure and cash flow projections by source of funding/ project.
- user friendly solution that is easy to set up and manage.
- set up a robust system of generation of monthly management accounts.

In the above context a few changes have already been implemented or are being acted upon. However, the phase 1 of the project for implementing NSPB has been significantly delayed due to various reasons. We are working on closing the phase 1, which will enable upload of budget from NSPB to NetSuite, generation of management accounts on excel and word, enabling ease of finalization, setting up approval structure with the NSPB system, etc. We are now looking for an efficient and adaptive partner who will assist in taking forward the project from Phase 1 to 2 seamlessly.

It is also worthwhile mentioning that the organization is currently undergoing a global re-structure including vertical integration of the corporate services (finance, admin, technology, and HR) in an attempt to move us closer to our long-term vision and work collaboratively.

### **Current Processes**

We have a new rhythm of planning, budgeting, and reporting withing the organisation, with a clear intention of:

- preparing and tracking plans and budgets on a regular basis. This would include any revisions to these plans and budgets.
- forecasting for income and expenditure by type of funding/ by projects/ by initiatives under the projects, etc.
- automation of generating management accounts and other financial reports (monthly/ quarterly/ annually) to significantly improve the process and speed at which these reports are being generated.

We are constantly working to improve the processes of generating these reports and embedding their use in the organisation. We are also working to improve our forecasting of the balance sheet items, cash and fund position, receivables, and payables as well as exploring treasury management options.

### **Key Benefits Expected**

Some of the key benefits we expect following the roll out of Phase 2 of NSPB, across all the secretariat office teams, includes:

- i) A common platform available for the unified secretariat planning and budgeting rather than using multiple excel sheets and stitching them together.
- ii) Automate the planning, budgeting, and forecasting process ensuring:
  - a) reduce preparation and reporting cycle times.
  - b) setting up a streamlined and auditable revision and approval process.
  - c) Strengthened ability to prepare and update accurate plan and budgets including reporting income and expenses across complex organizational dimensions.
- iii) Improved capacity to model based on forex movement, head count increase/ decrease by position, movement due to change in income levels (by type of funding), amendment of structure of the organisation, etc.
- iv) Seamless integration between data structures in NetSuite Financials and NetSuite Planning and budgeting solution ensuring:
  - a) Speedy upload of budget version data.

- b) Speedy download of financials into NSPB
- v) Accurate plan and reporting of income and expenses across complex organizational dimensions.
- vi) Ability to track actuals against multiple budgets versions with robust audit trail.
- vii) Seamless generation of management account reports using NSPB.
- viii) Ease in generating additional reports to respond to management and Board requirements.
- ix) Seamless generation of financial statements and notes to accounts, for the year end positions. This will include integrated statement of activity, statement of financial position and statement of cashflow, etc.

The above will significantly improve IPPF's capacity to:

- i) Perform detailed staff planning and report on fully loaded costs by employee.
- ii) Allocate headcount and overhead to funds, programs and enable cross fund reporting.
- iii) Increase collaboration with business stakeholders and drive better decision-making.
- iv) Streamline data collection and free up time from low value-added work.
- v) Save time with automated currency exchange calculations and robust currency reporting capabilities.
- vi) Get on-demand visibility into funds, projects, programs, restricted, unrestricted, donor, department, staff and more.
- vii) Stakeholders' ability to contribute to their plans, making planning a much more collaborative and efficient process.
- viii) Focus Finance resources on value added analysis.

## **Project Objectives**

The high-level objectives of this project are as follows:

- i) NSPB to become a single tool to prepare, revise, and reforecast budgets across all entities.
- ii) NSPB to become a single tool to prepare management accounts including cash flow forecast.
- iii) All workflows for data entry, amendment and approval process set up within the NSPB system across all levels of the secretariat.
- iv) Seamless integration of approved budgets in NSPB to NetSuite and Pyango.
- v) Cashflow Reporting and forecasting undertaken using the NSPB system.
- vi) Implementation across all offices
- vii) Building workflows for approval
- viii) Building security and authorisation protocols for use of the system built with adequate controls, within NSPB.

### **I. Key requirements**

The key requirements of implementing this phase are broken down into functional and other requirements, as provided below:

#### **Functional Requirements**

##### **1) Budgeting**

- a) Secretariat wide budget preparation and approval process.
- b) Secretariat wide forecasting/ revision and approval process.
- c) Budget approval workflow
- d) Ability to set budget periods by project,

- e) Ability to budget across multiple years and with multi-currencies.
  - f) Ability of budget holders to enter proposed budgets directly (regardless of location), giving the global team direct visibility of progress and the ability to run Group-wide updates as to budget position.
  - g) Build work flows to enable process of approval, across different levels within an entity and across different entities (within IPPF)
  - h) Budget entry in local currencies (i.e., not the reporting currency) with conversion on standard FX rates into reporting currency (i.e., US\$)
  - i) Enable budget holders to provide comments/ analysis by budget variance on reports (budget vs actual)
  - j) Set up multiple currency data entry of budget, in a way that an entity can create their base budgets in their local currency, however the consolidation, across multiple entities and for the IPPF Group, takes place in the reporting currency (i.e., US\$).
- 2) Set up of forecasting/ modelling capabilities** of income/ expenditure for a given year/ period (s) (including multiyear budget entering facilities), based on pre-defined parameters, like.
- a) revision of income/ spends across the year.
  - b) carry over of income/ expenditure from one year to the other, as per pre-defined parameters.
  - c) globally applied variables such as exchange rates, pay increases, cost inflation, etc.
  - d) percentage adjustment to numbers, etc.
  - e) Ability to hold and report vs different versions of budget and quarterly/monthly forecasts.
  - f) Ability to extend current or prior year trends/profiles to the forecast months.
  - g) As with budgeting, ability for budget holders to enter forecasts directly into system (rather than via Finance).
  - h) Multiple year forecasting and scenario analysis.
- 3) Set up Cash/ fund flow** forecast system, which:
- a) automatically adjust cash forecasts based on budgetary adjustments (and actual numbers) to income/ expenditure – other appropriations/ inter fund adjustments.
  - b) allows monitoring cashflow across the Secretariat.
- 4) Integrated system**
- a) seamless migration of changes in databases on account of new or amended projects/ activities/ budgets/ GL codes/ outcomes and other mapping.
  - b) seamless migration and set up of budgets and budgetary control across multiple levels within Pyango, which includes Unit/ Project/ Activity/ GL/ Funding restriction levels. For this the vendor will have to collaborate with the third party supporting IPPF in rolling out budgetary controls using Pyango.
  - c) 2-way link to NetSuite in terms of dragging actual data out of NetSuite and loading budget/forecast data into NetSuite.
  - d) All budgets preparation and amendment process across the secretariat will be done using the NSPB system.
- 5) Set up multiple currency data entry of budget**, in a way that an entity can create their base budgets in their local currency, however the consolidation, across multiple entities and for the IPPF Group, takes place in the reporting currency (i.e., US\$).
- 6) Standard reports** required to be submitted to the budget holders, management, and board to be set up on NSPB. These are listed below:
- a) Cash/ fund flow forecast system by

- Project broken down by source of funding (*if there are more than one source of funding per project*).
- Type of fund (general reserves/ designated funds/ etc)
- Entity
- b) Fund balance (which includes creation of a field in NSPB to capture the opening balance by project/ fund) by
  - Project broken down by source of funding (*if there are more than one source of funding per project*).
  - Type of fund
  - Entity
- c) Status of Sub-Awards (in terms of total sub-awards set up to total released) by
  - Region/ Entity
  - Project broken down by source of funding (*especially if there are more than one source per project*)

## **7) Cashflow Forecasting**

- a) produce cashflow forecast which replaces year to date months with actuals and year to go months with budget (until a quarterly forecast is prepared – and thereafter forecast figures are used for year to go months).
- b) Cashflow by type of currency by region/ location.

## **Other Requirements**

### **1) User Acceptance Testing**

- a) Develop and share Test Manuals (English)
- b) Conduct super/end user training for the group of users who will be testing the system on behalf of IPPF.
- c) Conduct User Acceptance Testing sessions.
- d) Fix all issues, bugs and any functionality that is not working as per the approved design document.
- e) Submit security and access matrix templates to IPPF to gather the required information.

### **2) Consultation and Training**

- c) Undertake adequate consultation and involvement of key stakeholders for the design and development.
- d) Provide training of users for taking the train the trainer's approach ensuring adequate handover at the end of the project.
- e) Share training modules, with the IPPF team to ensure continuous training.
- f) Supporting in developing organizational communication for engagement of stakeholders and launch of the solutions/ modules (as decided).

### **3) User Acceptance Testing**

- a) Test Manuals (English)
- b) Conduct super/end user training for the group of users who will be testing the system on behalf of IPPF.
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- d) Fix all issues, bugs and any functionality that is not working as per the approved design document.
- e) Submit security and access matrix templates to IPPF to gather the required information.

#### 4) Potential

- a) Completion of the management accounts report- automation is underway but there might be elements that need further automation/improvement.
- b) Changes to the security matrix as needed on account of the realignment.
- c) Adding business logic, formats or other improvements as needed to the forecast templates.

## II. Stakeholders

This project will be led by the Head of Financial Planning and Analysis. The stakeholders would include but not be limited to the following:

- All Secretariat Finance team.
- Budget holders
- Project managers
- Leads of restricted and designated projects

The final product will also be shared with DLT before it's launch.

The Board of Trustees and C-FAR will be stakeholders, from a perspective that they will be receiving updates of progress and reports that get generated from the new system.

## III. Timescales

We expect phase 1 (set up and launch in London Office) to finish by March 2023 and phase 2 (set up and launch in all regional offices) by June 2023 at the latest.

## IV. Reporting Requirements

We would expect regular reporting and feedback during the process. We want to keep open and transparent lines of communication with our delivery partner. Bi-weekly update sessions or as needed would be effective to the process.

## V. Requirements of proposal

The interested party shall submit the proposal fulfilling the technical and financial requirements and in the desired format to [NSPBProposal@ippf.org](mailto:NSPBProposal@ippf.org). The same email ID can be used for queries/clarifications if needed.

### **Technical Format**

The bidder will submit their technical proposal in the following technical bid format.

#	Particulars	Details to be provided
1.	Bidder details	Bidder should provide details of: <ul style="list-style-type: none"><li>• Bidding legal entity and its background</li><li>• Geographical presence and experience of the firm</li><li>• Service portfolio</li><li>• Pool of skill sets available with the firm</li></ul>
2.	Bidder should not have been blacklisted by any Government /Non-Government Institution	A self-declaration in this regard shall be provided by bidder and should be signed by authorized signatory
3.	Past Relevant Experience of the firm	Bidder should provide the details of relevant experience (in the forms of citations for similar work undertaken by the bidder) that best

#	Particulars	Details to be provided
		<p>illustrates their ability to provide the services required as per the TOR. A minimum of 2 citations about similar client projects and references of work conducted must be presented.</p> <p>The bidder should confirm that if the bid is successfully short-listed, they will provide contact details for the 2 clients and that they can be contacted for reference purposes.</p>
4.	Approach & Methodology proposed for the project	<p>Bidder should provide overall approach &amp; methodology to cover minimum details in terms of following:</p> <ul style="list-style-type: none"> <li>• Understanding of the project and its objectives.</li> <li>• Overall approach and its responsiveness to the objective of the assignment.</li> <li>• Methodology to be adopted.</li> <li>• Project Plan and Timescales</li> </ul>
5.	Testing & training plan	Bidder to provide a detailed plan of how they would provide time and support for testing as well as their usual training approach for key users as well as larger segment of users.
6.	The Project Manager should have at least 5 years of relevant experience.	<p>Summary of experience in development and implementation of similar dashboard projects undertaken in the last 5 years.</p> <p>Attach documentary proof (detailed CV along with certifications) of list of personnel to be deputed exclusively for the project along with their qualification and experience.</p> <p>Please note that the Project Manager proposed shall be the primary point of contact and shall not be changed without the written approval from IPPF</p>
7.	Risk Mitigation Approach	Detailed risk mitigation approach. Please share an example of how you may have put some of these in action in the past.

Proposals should not be more than 20 pages.

### **Financial Bid**

The Financial Bid for proposal should be submitted by the interested bidders in US\$.

Please include the following in your proposal:

- Cost effort estimation should you need to takeover and complete any tasks left from Phase 1
- Cost per day and/or per deliverable for the tasks for phase 2 as detailed in this document. It should include details of number of people involved and number of person days.

**Note:**

- All costs shall have to be borne by the Consultant.
- All payments shall be payable on submission and approval of the invoice along with deliverable.
- Financial quote as per desired format of the TOR needs to be provided in US\$.
- Only those Bidders who qualify the technical evaluation shall be shortlisted for financial evaluation.
- The rates fixed will remain valid for the entire contract duration.
- Payments will be made as per the payment terms as decided when signing the agreement.

**Disqualification**

The proposal/ bid is liable to be disqualified in the following cases:

- Proposal not submitted in the format prescribed in this document.
- Revision of quotes, during validity of the proposal, or its extended period, if any.
- Proposal is received after due date and time unless specific waiver sought from and granted by IPPF.
- Information submitted in bid is found to be misrepresented, incorrect or false, at any time during the processing of the proposal/ contract (no matter at what stage) or during the tenure of the contract including the extension period, if any.
- Bidder tries to influence the proposal evaluation process by unlawful/corrupt/fraudulent means at any point of time during the bid process.