

TERMS OF REFERENCE

1) Request for Proposals

The International Planned Parenthood Federation (IPPF) is inviting proposals from agencies /firms for the implementation of an automated system for budgeting, forecasting and management reporting that is fully compatible with its ERP solution (NetSuite One World).

2) Background

Following on from 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. One of the requests from our finance and audit risk committee (C-FAR) was to automate management reporting processes and look into acquiring a system that was fit for purpose. The main requirement of the new system was one that would not only consider the historical position of budget vs actual results, but also provide information on trends for planning.

3) Overall Objective

In the above context, IPPF is looking for a system/ solution that would help in automating its planning, budgeting, forecasting, and reporting requirements that fulfil the following high-level requirements including but not limited to:

- a) Capture short/ long term plans (single year/ multi-year).
- b) Set up multi-year and multi-currency project wise budgets.
- c) Allocate project plans and budgets to multiple geographies/ offices/ divisions/ units.
- d) Capture budgetary income and expenditure on a monthly basis/ in the currency of the office/ project.
- e) Undertake sensitivity analysis on account of multiple parameters, including changes in exchange rate, staff, office locations, income, and expenditure trends.
- f) Ease of management of quarterly forecasting process/ three quarterly updates to the original budget.
- g) Seamless integration between NetSuite OneWorld across its
 - o Record to Report / planning and budgeting module.
 - o timesheets management and tracking tool.

2-way link to NetSuite in terms of dragging actual data out of NetSuite and loading budget / forecast data into NetSuite modules as listed above would be required.

- h) Ease of generating:
 - o Annual/ quarterly/ monthly project wise, office wise / organization wide plans and budgets.
 - o Budget allocation by entity/project/activity code/GL code etc.
 - o monthly management accounts – wherein budget holders can include their variance analysis.
 - o cash flow projections by source of funding/project etc.

- i) Set up multi-level hierarchies for submission and approvals. This will include building security and authorization protocols with adequate controls.
- j) Have a user-friendly interface.
- k) Easy to set up and manage.

4) Current Process

Currently planning, budgeting, and forecasting within the organisation are done using macro enabled excel templates. Standard templates by region/division and projects are on SharePoint and the Secretariat wide consolidation is automated using power query. There is one round of annual budgeting followed by 3 quarterly forecasts in a financial year (January – December).

Monthly management accounts are also prepared using excel templates and the final report is presented on a Word document. 3-4 reports are run off of Netsuite, pasted manually into Excel and the calculations and working for the month end reporting is done on Excel. The main goal is to explain the YTD performance in terms of budget vs actuals and provide detailed commentary around variance analysis.

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

5) Key Benefits Expected

The key benefits expected following the roll-out of a new system/ solution across the IPPF Secretariat offices, include:

- a) A standardized automated method of planning and budgeting across the Secretariat that ensures automating the process to ensure:
 - i) a reduction to the preparation and reporting cycle times.
 - ii) a streamlined and auditable revision and approval process.
- b) An 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 organization, etc.
- c) Perform detailed staff planning and reporting on fully loaded costs by unique positions and job families.
- d) Ease of use for stakeholders (including non-finance ones) to contribute to and review plans and budgets on a rolling basis.
- e) Focus resources (both programmes and finance) on value added and strategic analysis.

6) Scope of Work/ Tasks

The detailed scope of work for this assignment is broken down into three phases, as listed in Annex 1. In order to deliver the solution, the selected firm/ agency will be required to undertake the following tasks:

- a) **Needs Assessment and Requirement Gathering**
 - **Objective:** Clearly understand in detail business needs and required functionalities.
 - **Activities:** Conduct stakeholder interviews, analyse current systems, identify gaps, and document requirements.

b) Planning and Design

- **Objective:** Develop implementation plan and integration architecture.
- **Activities:** Create a project plan, design integration, process maps, map data fields, and plan system configuration.

c) Configuration and Customization

- **Objective:** Configure and customize systems for integration.
- **Activities:** Set up planning, budgeting, forecasting, and reporting solution, create custom fields/workflows, and establish integration.

d) Data Migration

- **Objective:** Migrate historical data (as required for the last two years) and set up data synchronization.
- **Activities:** Extract, clean, validate, and import data; set up ongoing synchronization.

e) Testing

- **Objective:** Ensure system functionality and integration works as per clear use cases.
- **Activities:**
 - Set up use cases in consultation with key stakeholders for User Acceptance testing (UAT).
 - Conduct end-user training for the group of users who will be testing the system on behalf of IPPF.
 - Conduct user acceptance testing sessions.
 - Fix all issues, bugs and any functionality that is not working as per the approved design document.
 - Submit security and access matrix templates to IPPF to gather the required information.
 - Generate UAT report – showing successful deployment and results thereof (in sandbox setting).

f) Training

- **Objective:** Train users on the new system.
- **Activities:**
 - Develop training materials and establish a support plan.
 - Provide training for users who will undertake a 'train the trainer's approach' ensuring adequate handover at the end of the project.
 - Share training modules with the various teams across the globe to ensure continuous training.
 - Support in developing organisational communication for the engagement of stakeholders and a launch of the solutions / modules (as decided).

g) Go-Live and Post-Implementation Support

- **Objective:** Launch of the new system and provide ongoing support.
- **Activities:** Execute go-live plan, monitor system, collect user feedback, and improve as needed.

h) Maintenance and Optimization

- **Objective:** Maintain and optimize the system over time.
- **Activities:** Perform regular updates, monitor performance, conduct reviews, and plan for scalability.

7) Stakeholders

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

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

The Board of Trustees and C-FAR will be stakeholders, as they will be receiving progress and reports that get generated from the new system. The final product will be shared with Directors' Leadership Team (DLT) before it's launch.

8) Timescales

As mentioned above, the project will be divided into three phases:

Phase 1 – implementing the system across the secretariat and automation of budgeting and forecasting. This phase needs to be completed by 20th November 2024.

Phase 2 – Automating management reporting and setting up KPI dashboards. This phase needs to be completed by 20th January 2025 (ensuring that momentum of implementation does not drop in December).

Phase 3 – Setting up cash/fund flow capabilities and automate the same based on the annual budget and updated quarterly forecasts thereafter. This phase needs to be completed by 31st March 2024.

9) Reporting Requirements

Regular reporting and feedback will be required throughout the process. These could be bi-weekly update sessions or as needed. We want to keep open and transparent lines of communication with our delivery partner.

10) Requirements of proposal

All interested parties shall submit the proposal, fulfilling the technical and financial requirements and in the desired format to ippfbudgetproposals@ippf.org. The same email ID can be used for queries/clarifications if needed.

Technical Format

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

#	Particulars	Details to be provided	Max Score (100)
1.	Bidder details	Bidder should provide details of: <ul style="list-style-type: none"> • Bidding legal entity and its background • Geographical presence and experience of the firm • Service portfolio • Pool of skill-sets available with the firm 	5
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 authorised signatory	Go-No Go decision to be taken by committee if blacklisted, based on additional information received.

#	Particulars	Details to be provided	Max Score (100)
3.	Past Relevant Experience of the firm	<p>Bidder should provide the details of relevant experience (in the form of citations for similar work undertaken by the bidder) that best illustrate their ability to provide the services required as per the Terms of Reference (TOR). A minimum of two citations about similar client projects and references for 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>	15
4.	Approach & Methodology proposed for the project	<p>Bidder should provide overall approach & methodology to cover minimum details in terms of following:</p> <ul style="list-style-type: none"> • Understanding of the project and its objectives. • Overall approach and its responsiveness to the objective of the assignment. • Methodology to be adopted. • Project Plan and Timescales 	30
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.	10
6.	Project Manager/ Team strength	<p>Summary of experience in development and implementation of similar solutions undertaken by the team members in the last 3 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, the Project Manager proposed shall be the primary point of contact and shall not be changed without the written approval from IPPF</p>	30
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.	10

Proposals submitted should be no more than 20 pages in length.

Financial Bid

The Financial Bid for proposals submitted by the interested bidders must be in UD Dollars (US\$).

Please include the following in your proposal:

- Cost effort estimation for implementation each of the phases.
- Ongoing license fees, if any.

Whilst providing estimated cost of each phase, a breakup of resources planned to be deployed for each of the phases should also be provided. The cost estimate should be provided in line with the planned roll out for IPPF to understand the timing of payments against each of the deliverables.

Note:

- All other costs shall have to be borne by the Consultant.
- All payments shall be payable on submission and approval of the invoice along with deliverables.
- Financial quote as per desired format of the TOR needs to be provided in US\$.
- To be eligible for shortlisting for the financial evaluation, bidders must have successfully cleared the technical evaluation.
- The quote will remain valid for the entire contract duration.
- Payments will be made as per the payment terms as decided when signing the agreement.
- Once the proposals are received, a shortlisted number of teams will be reached out for a detailed demo/proof of concept session after which the final contract will be awarded.

11) Selection process

On receipt of the proposals, the evaluation committee would review the technical proposal. If the technical proposal is found to be eligible – the financials of each of the eligible vendor will also be ranked. The selection of the firm/ solution will be based on a techno-financial scoring based on weightage, as listed below

- **Technical Score:** 70%
- **Financial pricing:** 30%

Once the techno-financial review has been undertaken, the shortlisted firms will be requested to make a presentation, followed by a more detailed proof of concept for the solution. Each of these steps will be rated by the selection committee in terms of suitability of the solution, ease of use and ease of integration.

Following the above, the shortlisted firm/ solution may also be required to present to the senior management and respond to any questions that may arise.

12) Disqualification

The proposal / bid will be disqualified in the following cases:

- Proposal not submitted in the format prescribed in this document.
- Proposal received after due date and time unless specific waiver is sought from and granted by IPPF.
- Revision of quotes, during validity of the proposal, or its extended period. If for any genuine reason the quotes/ validity period are to be revised, these will only be valid, if mutually agreed.
- Information submitted in bid is found to be misrepresented, incorrect or false, at any time during the processing of the proposal / contract (no matter the 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.

13) Deadline:

Proposals must be received by IPPF in the format indicated by 18th June 2024.

Annex 1 - Phases of Implementation

1) *Budgeting - Phase 1*

- a) Ability to automate the budgeting / planning process such that a consolidated position is readily available highlighting any gaps in information submitted
- b) Ability to budget across multiple years.
- c) Ability to budget with multi-currencies and then prepare consolidated report in USD.
- d) Ability of budget holders to enter proposed plan and budgets directly (regardless of location), giving the global team direct visibility of progress and the ability to run Secretariat-wide updates of the budget position.
- e) Build workflows to enable process of approval, across different levels within an entity and across different entities (within IPPF)
- 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 Secretariat-wide updates of the budget position.
- g) Build workflows to enable process of approval, across different levels within an entity and across different entities (within IPPF)
- h) Build a clear analysis of movement across different years, between budgets at the organisation/ project/ division-unit/ source of funding, etc levels.
- i) Enable budget-holders to provide comments / analysis by budget variance on reports (budget vs actual)
- j) Ability to extend current or prior year trends/profiles to the forecast months.
- k) Ability to analyse carry-over of income / expenditure from one year to the other, as per pre-defined parameters.
- l) Enable undertaking sensitivity analysis across multiple globally applied variables such as exchange rates, pay increases, cost inflation, change in structure, etc.
- m) Make a percentage adjustment to numbers, if needed.
- n) Ability to report on different versions of budget.
- o) The ability to automate the budgeting / planning process such that a consolidated position is readily available highlighting any gaps in information submitted
- p) Multiple year forecasting, sensitivity analysis and scenario analysis capabilities to be built in.

2) *Forecasting – Phase 1*

- a) Ability to automate the forecasting / revision process such that a consolidated position is readily available highlighting any gaps in information submitted.
- b) Multiple year forecasting, sensitivity analysis and scenario analysis capabilities to be built in.
- c) Ability to report on most recent version of the quarterly / monthly forecasts
- d) As with budgeting, the ability for budget-holders to enter forecast information direct into system (rather than via templates issued by Finance).
- e) Ability to forecast across multiple years.
- f) Ability to forecast with multi-currencies and prepare consolidated report in USD.
- g) 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 Secretariat-wide updates of the budget position.
- h) Build workflows to enable process of approval, across different levels within an entity and across different entities (within IPPF)
- i) Enable budget-holders to provide comments / analysis by budget variance on reports (prior budget vs revised budget)
- j) Carry-over of income / expenditure from one year to the other, as per pre-defined parameters.

- k) Use globally applied variables such as exchange rates, pay increases, cost inflation, etc.
- l) Make a percentage adjustment to numbers if needed
- m) Ability to report on different versions of budget
- n) Ability to extend current or prior year trends/profiles to the forecast months.

3) Management Accounts Reporting- Phase 2

- a) Automating the monthly management accounts reporting to include the manual processes currently undertaken.
- b) Enable project leads/ budget-holders to provide comments / analysis by budget variance on reports (budget vs actual)
- c) To produce standard monthly reports by Region / Division/ project
- d) Ability to drill down on figures for a breakdown of the underlying transactions.
- e) Ability to include / switch to the most recent Forecast and original budget vs actuals.
- f) Ability to produce a high-level summary of income, expenditure, and surplus / deficit by fund type both at Secretariat and Regional levels.
- g) Automated emailing of preliminary reports to stakeholders
- h) Consolidated reporting of variance analysis
- i) Automation of core grants analysis
- j) KPI reporting
- k) Balance Sheet and Fund Balance reporting
- l) Availability of prior years' reports (by month) for comparison with current year

4) Set up Cash / fund flow - Phase 3

- a) Ability to automatically adjust cash forecasts based on budgetary adjustments (and actual numbers) to income / expenditure – other appropriations / inter fund adjustments.
- b) Enable cashflow monitoring across the Secretariat.
- c) Produce cashflow forecasts which replace year to date months with actuals and rest-of-year with budget / plan (until a quarterly forecast is prepared – and thereafter forecast figures are used for the rest-of-year).
- d) Cashflow by type of currency / region and location.

5) Standard reports (applicable to all three phases) required to be submitted to the budget holders, management, and the board of Trustees to be set up are as follows:

- a) Budget vs Actuals by office/project/unit etc.- phase 1
- b) Ability to include / switch to the most recent Forecast vs Actuals- all relevant reports
- c) Ability to produce a high-level summary of income, expenditure, and surplus / deficit by fund type both at Secretariat and Regional levels
- d) Cash / fund flow forecast system by project broken down by source of funding, entity etc.- phase 3
- e) Fund balance and life to date utilisation for restricted and designated projects.
 - Status of Sub-Awards (in terms of total sub-awards set up to total released) by Region/ Entity – phase 2
- f) To provide infographics for the reports mentioned