

INTERNATIONAL PLANNED PARENTHOOD FEDERATION

TERMS OF REFERENCE

FOR

**DESIGN, DEVELOPMENT, IMPLEMENTATION AND
MAINTENANCE OF
EXPENSE MANAGEMENT SYSTEM (EMS)**

May 2026



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Acronyms

Acronym	Full Form
BST	British Summer Time
COTS	Commercial Off-the-Shelf
CR	Change Request
EMS	Expense Management System
ERP	Enterprise Resource Planning
FAQs	Frequently Asked Questions
GDPR	General Data Protection Regulation
IPPF	International Planned Parenthood Federation
KTR	Knowledge Transfer Report
MFA	Multi-Factor Authentication
MSR	Monthly Status Report
OCR	Optical Character Recognition
POC	Proof of Concept
RBAC	Role-Based Access Control
SOPs	Standard Operating Procedures
SRHR	Sexual and Reproductive Health and Rights
SSO	Single Sign-On
TMC	Travel Management Company
TOR	Terms of Reference
TSP	Travel Service Provider
UAT	User Acceptance Testing
USD	United States Dollar
VAT	Value Added Tax

1. BACKGROUND AND OBJECTIVE

1.1. ORGANIZATIONAL BACKGROUND

The International Planned Parenthood Federation (IPPF – <https://www.ippf.org>) is a global service provider and a leading advocate of Sexual and Reproductive Health and Rights (SRHR) for all. IPPF delivers its work through a worldwide network of 120 Member Associations operating in 129 countries, with an active presence in a further 15 countries, collectively reaching approximately 150 countries globally.

IPPF's work spans a wide range of areas including comprehensive sexuality education, provision of contraceptives, safe abortion services, maternal healthcare, and responses to humanitarian crises. Through its global federation structure, IPPF works to ensure that individuals and communities, particularly those who are underserved have access to essential sexual and reproductive health information and services.

IPPF's mission is to lead a locally owned, globally connected civil society movement that provides and enables services and champions sexual and reproductive health and rights for all, especially the under-served.

Volunteerism plays a central role in IPPF's healthcare delivery model. Volunteers contribute significantly to the work of Member Associations and their teams, supporting initiatives such as community outreach, distribution of contraceptive services, and youth-led advocacy through regional Youth Action Movements, which promote positive change and improved access to sexual and reproductive health services.

1.2. BACKGROUND TO THE ASSIGNMENT

IPPF supports a wide range of global, regional and country-level programme and operational activities. These activities involve significant operational expenditure including staff travel, programme-related expenses, meetings and workshops, consultant engagements and vendor payments.

At present, expense-related processes involve multiple stakeholders including staff members, programme teams, administrative units, finance teams and external service providers. While financial transactions are ultimately recorded in IPPF's financial management system (i.e. NetSuite), several stages of the expense management lifecycle, including expense submission, supporting documentation management, validation and approval workflows, are currently handled through a combination of manual processes and multiple tools.

These fragmented processes create several operational challenges, including:

- Limited visibility and tracking of expense requests, approvals and processing status across departments.
- Manual handling of documentation and approvals, resulting in delays and administrative burden.
- Limited ability to monitor expenses in real time and generate consolidated reporting and analytics.

- Increased effort required by finance teams to validate, reconcile and process expense transactions.

Given the geographically distributed nature of IPPF's operations and the diversity of operational activities across regions and offices, there is a growing need for a centralized and standardized Expense Management System (EMS) that can support efficient expense processing, improve visibility and strengthen policy compliance and financial governance.

To address these challenges, IPPF intends to implement an **Expense Management System (EMS)** that will provide a structured digital platform for management of employee expenses, vendor invoices, corporate card transaction reconciliation and related approval workflows. The EMS is expected to support streamlined expense processing, improved process transparency, stronger internal controls, enhanced reporting capabilities and integration with relevant software systems used by IPPF.

1.3. OBJECTIVE OF EMS

The primary objective of implementing the Expense Management System (EMS) is to establish a centralized, efficient and user-friendly platform to manage expense-related processes across IPPF in a standardized, transparent and policy-compliant manner.

The EMS is expected to:

- Streamline and automate expense capture, validation, approval and reconciliation processes.
- Improve visibility and control over employee expenses, vendor invoices and corporate card transactions.
- Support structured capture, processing and management of expense-related documentation and records.
- Strengthen compliance with organizational financial policies, approval hierarchies and internal controls.
- Reduce manual administrative effort through workflow automation, OCR-enabled document processing and standardized digital processes.
- Enable improved monitoring, reporting and analytics across expense categories, projects, events and organizational units.
- Support integration with relevant software systems used by IPPF, including the financial management system (NetSuite), Vendor Management System (Kofax), corporate card platforms and reporting tools (Power BI), and potential future integration with Travel Management Systems(TMS) as may be required during implementation.
- Support multilingual functionality and user interfaces, with support for a minimum of English, French, Spanish and Arabic languages.

Through the implementation of the EMS, IPPF aims to enhance operational efficiency, strengthen financial governance and provide users with a modern and intuitive platform for managing expense-related activities across the organization.

In line with the above objectives, IPPF intends to engage a qualified consultant or implementation partner (hereafter referred to as the "**Consultant**") for the design, configuration, development, implementation and maintenance of the Expense Management System (EMS) (hereafter referred to

as the “**Project**”). The selected Consultant will be responsible for delivering a robust, scalable and secure solution that aligns with IPPF’s functional, operational and integration requirements and supports efficient, user-friendly and policy-compliant expense management processes across the organization.

2. SCOPE OF WORK

The scope of work for this Project includes the design, configuration, development, implementation and support of the Expense Management System (EMS) for IPPF. The proposed EMS solution is expected to support streamlined and policy-compliant management of employee expenses, vendor invoices, event-related expenses and corporate card reconciliation processes across IPPF.

The selected Consultant shall be responsible for undertaking all activities necessary for successful implementation of the Project, including requirement finalisation, solution design, system configuration and development, integration, testing, deployment, training, knowledge transfer and post implementation support

The broad scope of work for the Project is described in the following sections.

2.1. REQUIREMENT FINALISATION AND SOLUTION DESIGN

The Consultant shall engage with relevant stakeholders across IPPF to understand, validate and finalise the functional, operational, reporting and integration requirements for the Expense Management System (EMS).

Indicative EMS processes and functional requirements are provided in **Annexure 1**. The annexure is intended to provide bidders with an understanding of the expected operational scope and business requirements and should not be interpreted as a prescriptive workflow or system design specification. The actual requirements, workflows and implementation approach shall be finalised during the course of stakeholder discussions and requirement finalisation activities undertaken as part of the Project. Bidders are encouraged to propose scalable, efficient and user-friendly approaches aligned with industry best practices and IPPF’s operational requirements.

Based on the requirement discussions and agreed scope, the Consultant shall prepare the required solution design and system specification documentation, including overall solution architecture, workflow approach, system components, deployment approach, integration framework, reporting approach, security considerations and related implementation documentation required for successful implementation of the Project.

The proposed solution should support configurable, scalable and user-friendly expense management processes aligned with IPPF’s operational, governance and reporting requirements. The solution design should also incorporate appropriate workflow configurability, auditability, accessibility and future scalability considerations aligned with modern UX/UI standards and modular architecture principles to support ease of maintenance and future enhancements.

2.2. EMS SOLUTION DEVELOPMENT AND IMPLEMENTATION

The Consultant shall configure, develop and implement the Expense Management System (EMS) to support employee expense management, vendor invoice processing, event-related expense management, corporate card reconciliation and related operational workflows across IPPF.

The EMS should support workflow-based processing of expense-related activities including expense capture, validation, approvals, reconciliation, document management and reporting functionalities. The proposed solution should support OCR-enabled expense and invoice processing, configurable workflows, notifications and alerts, policy validations, auditability and secure document handling capabilities required for effective expense management operations.

The EMS should support multilingual functionality with support for a minimum of English, French, Spanish and Arabic languages, including secure access through web and mobile platforms.

The proposed solution should be configurable, scalable and capable of supporting evolving operational requirements, workflow refinements and process enhancements identified during implementation and rollout of the Project.

2.3. SYSTEM INTEGRATION

The Consultant shall establish integrations between the EMS and relevant software systems used by IPPF, including the financial management system (NetSuite), Vendor Management System (Kofax), corporate card platforms and reporting tools (Power BI), as may be required during implementation.

The integration approach should support secure, efficient and reliable exchange of data between systems while maintaining data consistency, traceability and operational efficiency across expense management processes.

The proposed solution should also be designed with sufficient flexibility and scalability to support future integrations with additional systems and platforms that IPPF may onboard subsequently, including travel management systems and other enterprise applications.

2.4. REPORTING AND ANALYTICS

The Consultant shall implement reporting and analytics capabilities within the EMS to support operational visibility, monitoring and decision-making across expense management processes.

The EMS should support dashboards, standard and configurable reports, audit reporting, transaction traceability, spend visibility and analytical capabilities across expense categories, projects, events, vendors and organizational units.

The solution should also support extraction and export of information for further analysis and reporting purposes, where required.

2.5. SECURITY, COMPLIANCE AND ACCESSIBILITY

The Consultant shall implement appropriate security, governance and compliance controls within the EMS to support secure and policy-compliant management of expense-related information and processes.

The EMS should support role-based access controls, audit trails, audit logging, secure document handling, data confidentiality and compliance with applicable data protection requirements, including GDPR. The solution should support strong authentication and authorization mechanisms including Role-Based Access Control (RBAC), Multi-Factor Authentication (MFA) for privileged or administrative users and Single Sign-On (SSO) integration capabilities, where required.

All sensitive data should be encrypted both in transit and at rest using industry-standard encryption protocols. The EMS should also maintain appropriate security logs, audit records and traceability for critical system activities.

The solution must support configurable password policies, session management controls, backup and recovery mechanisms, and robust vulnerability management with security monitoring to ensure business continuity and safeguard sensitive information. The solution must also comply with WCAG 2.1 Level AA accessibility standards to guarantee equitable access for all users.

The proposed solution should support multilingual functionality with support for a minimum of English, French, Spanish and Arabic languages, and provide secure access through web and mobile platforms.

2.6. PHASED IMPLEMENTATION, TESTING AND ROLLOUT

IPPF envisages implementation of the EMS through a phased approach comprising an initial pilot implementation followed by phased rollout across identified IPPF offices and regions.

The pilot phase is expected to cover selected offices and/or regions (generally two regions), which shall be finalised during the course of the Project, and will serve to validate the implemented solution, integrations, workflows, reporting capabilities and operational readiness in a controlled environment.

The Consultant shall undertake all required implementation, deployment and testing activities necessary for successful rollout of the EMS across both the pilot and subsequent rollout phases. This shall include testing by the Consultant's team, User Acceptance Testing (UAT) by IPPF's team, deployment validation, issue resolution and support for Go-Live readiness and stabilization activities during each phase of implementation.

Based on the outcomes of the pilot phase, the Consultant shall undertake phased rollout of the EMS across the remaining identified IPPF offices, including incorporation of approved refinements and configuration updates identified during implementation. The phased rollout approach should ensure minimal operational disruption, effective user adoption and smooth transition to the new system environment.

2.7. TRAINING

The Consultant shall conduct online training sessions for system administrators, end users and other relevant stakeholders in batches and as per timelines finalised by IPPF.

The training shall cover relevant system functionalities, workflows, operational processes, reporting features and administrative functionalities required for effective usage and management of the EMS.

The Consultant shall provide user manuals, SOPs, FAQs, training materials, quick reference guides and related operational documentation in a minimum of English, French, Spanish and Arabic

languages to support effective usage, adoption, administration and ongoing management of the EMS.

Where feasible, the Consultant should also provide recorded training sessions and reusable training materials for future reference and onboarding purposes.

2.8. POST IMPLEMENTATION SUPPORT

The Consultant shall provide post implementation support commencing from the pilot implementation phase and continuing through the phased rollout till the completion of the Project.

The support shall include issue resolution, defect rectification, minor changes, routine monitoring, performance optimisation, proactive maintenance, backup management, version control, release management and ensuring security and other compliances related to the EMS solution. The Consultant shall also provide regular software updates, security patches and version upgrade support during the course of the Project.

Any major enhancements, additional requirements or scope changes identified during the course of implementation shall be managed through an agreed Change Request (CR) process.

2.9. KNOWLEDGE TRANSFER AND HANDOVER

The Consultant shall undertake structured knowledge transfer and handover activities for relevant IPPF personnel to support effective administration, configuration, maintenance and ongoing management of the EMS.

The knowledge transfer shall include administrator guidance, system configuration details, integration workflows, troubleshooting guidance, operational procedures and handover sessions necessary to enable IPPF teams to effectively manage and support the implemented solution.

The Consultant shall also provide relevant handover documentation, including technical documentation, configuration documentation, integration documentation, updated user manuals and other operational documents required for ongoing administration and support of the EMS.

2.10. OTHER REQUIREMENTS

In addition to the scope areas outlined above, the Consultant shall ensure that the proposed EMS solution incorporates appropriate technical, operational and implementation capabilities necessary for stable, secure and efficient operation of the system across IPPF. The proposed solution and implementation approach should, at a minimum, address the following requirements:

- The proposed EMS solution should be scalable, configurable and capable of supporting future operational, reporting and integration requirements of IPPF.
- The solution should support stable performance under concurrent user access conditions.
- The proposed solution shall support interoperability with external systems through standard integration mechanisms and APIs, where applicable, and should support future enhancements, integrations and process refinements with minimal operational disruption.
- The solution should support automated and scheduled backups for application data, configurations and system settings, including secure storage of backup data in accordance with applicable security requirements.

- The Consultant shall deploy the EMS solution on IPPF's cloud environment, currently based on Microsoft Azure. The Consultant shall provide all necessary infrastructure, deployment, configuration and technical prerequisite details sufficiently in advance to enable IPPF to undertake the required provisioning and environment setup activities.
- The proposed solution should support secure administration, controlled release management and appropriate monitoring mechanisms necessary for stable and efficient operation of the EMS.
- The proposed solution should support standard web browsers and mobile-responsive access for end users across IPPF locations.
- The proposed solution should support configurable data retention, archival, and retrieval capabilities to enable IPPF to manage storage, preservation and access to records in line with business, operational and compliance requirements.
- The proposed solution should support separate Development, Testing/UAT, and Production environments with appropriate access and deployment controls. The Consultant shall undertake solution configuration and customization activities within its own development environment, while the Testing/UAT and Production environments will be provisioned for by IPPF.

3. DELIVERABLES

The Consultant shall be required to deliver the following deliverables as part of the Project. The deliverables outlined below are indicative and may be refined or supplemented during the course of implementation based on the agreed Project scope and implementation approach.

- **Inception Report:** A detailed report outlining the Project implementation methodology, governance structure, implementation approach, timelines, resource deployment plan, risk management approach, communication framework and overall work plan for execution of the Project.
- **Requirement Finalisation Report:** The Requirement Finalisation Report shall document the functional, operational, reporting, security and integration requirements for the Expense Management System (EMS) based on stakeholder consultations and requirement finalisation activities undertaken during the Project. Initially, the report shall cover the requirements applicable for the pilot implementation phase of the Project. Based on the outcomes of the pilot phase and subsequent stakeholder discussions with additional IPPF offices and regions, the Consultant shall update the report to incorporate approved refinements, modifications, regional requirements and additional operational requirements identified for the subsequent rollout phases of the Project.
- **Solution Design Report:** The Solution Design Report shall serve as the comprehensive functional and technical blueprint for implementation of the Expense Management System (EMS). Initially, the report shall cover the proposed solution architecture, workflow design, deployment approach, integration framework, reporting approach, security considerations and overall system design methodology applicable for the pilot implementation phase of the Project. Based on the outcomes of the pilot phase and subsequent requirement finalisation

activities for rollout across additional IPPF offices and regions, the Consultant shall update the Solution Design Report to incorporate approved refinements, configuration updates, regional requirements and additional solution design considerations identified during the course of implementation.

- **Completion of EMS Solution Development, Configuration and Integration:** Completion of configuration, development, customisation and integration of the EMS solution in accordance with the approved requirements and solution design for the pilot implementation phase of the Project. This deliverable shall include implementation of configured workflows, OCR-enabled functionalities, multilingual capabilities, dashboards, reporting functionalities, security configurations, integrations with relevant software systems and deployment of the EMS within IPPF's cloud environment for the pilot phase. Based on the outcomes of the pilot phase and subsequent requirement finalisation activities for rollout across additional IPPF offices and regions, the Consultant shall undertake the required enhancements, configuration updates, integrations and deployment activities for subsequent rollout phases of the Project. EMS solution development, configuration and implementation for each phase shall be considered complete upon successful implementation and validation of all agreed functional and technical requirements in line with the approved solution design and implementation approach.

- **UAT Report:** The UAT Report shall document the validation and user acceptance of the EMS functionalities against the approved requirements and solution design for the pilot implementation phase of the Project. The report shall cover UAT outcomes, workflow validation, data validation, security and role-based access checks, integration validation, reporting validation, issue logs, resolution status and formal user sign-off by IPPF prior to Go-Live of the pilot implementation phase.

Following successful completion of pilot Go-Live and implementation of approved refinements and enhancements identified during the pilot phase, the Consultant shall undertake UAT for the subsequent rollout phases across additional IPPF offices and regions. The Consultant shall submit updated UAT Reports covering validation outcomes, issue resolution status and formal user sign-offs by IPPF prior to completion of Go-Live activities for the integrated EMS solution across rollout phases of the Project.

- **User Training, SOPs and User Documentation with Go-Live Sign-Off:** This deliverable shall include conduct of online training sessions for relevant stakeholders including system administrators, end users and other designated personnel of IPPF for both the pilot implementation phase and subsequent rollout phases of the Project. Initially, the Consultant shall prepare and conduct trainings and develop related training materials and operational documentation applicable for the pilot implementation phase of the Project. Based on the outcomes of the pilot phase and subsequent rollout requirements across additional IPPF offices and regions, the Consultant shall update the training materials and related operational documentation, where required, for subsequent rollout phases of the Project. The training shall cover relevant EMS functionalities, workflows, expense processing activities, approval workflows, reporting features, administrative functionalities and operational procedures required for effective usage and management of the EMS. All training

materials and related documentation shall be provided in a minimum of English, French, Spanish and Arabic languages.

The Consultant shall:

- develop the above trainings into online tools in collaboration with the Moodle team at IPPF so that these trainings become available as a standard feature.
- submit comprehensive Standard Operating Procedures (SOPs), User Manuals, FAQs, training materials, quick reference guides and related operational documentation detailing system usage, workflows, administrative procedures and support processes.

This deliverable shall conclude with formal Go-Live confirmation and user sign-off for the respective implementation phase, certifying readiness for operational use or Go-Live.

- **Post Implementation Support Services and Monthly Status Reports:** This deliverable shall include provision of post implementation support services commencing from the pilot implementation phase and continuing through the subsequent rollout phases till completion of the Project. Initially, the Consultant shall provide post implementation support services for the pilot implementation phase of the Project. Based on the outcomes of the pilot phase and subsequent rollout activities across additional IPPF offices and regions, the Consultant shall provide continued support services for subsequent rollout phases of the Project.

The support services shall include issue resolution, defect rectification, routine monitoring, minor changes, performance optimisation, proactive maintenance, backup management, version control, release management, security patch updates and ensuring security and other compliances related to the EMS solution.

The Consultant shall also submit Monthly Status Reports (MSR) during the implementation and support period of the Project covering implementation status, issues, risks, support activities, security updates and status of resolution of identified issues.

- **Knowledge Transfer Report and Handover Documentation:** This deliverable shall be undertaken towards the completion of the Project, generally during the final two to three months prior to closure of the Project or expiry of the contract period, as applicable.

The Consultant shall undertake structured knowledge transfer and formal handover activities for relevant IPPF personnel to support effective administration, maintenance and ongoing management of the EMS following completion of the Project.

The knowledge transfer activities shall include administrator guidance, system configuration details, integration workflows, troubleshooting guidance, operational procedures and handover sessions necessary to enable IPPF teams to effectively manage and support the implemented EMS solution.

The Consultant shall submit a Knowledge Transfer Report (KTR) documenting the knowledge transfer activities conducted, coverage of training and handover sessions, documentation shared and overall readiness of IPPF personnel for ongoing administration and management of the EMS.

The Consultant shall also submit all relevant technical, configuration, integration and operational documentation, including updated user manuals, configuration details, integration workflows, system administration guidance and other operational documents

required to enable IPPF to independently manage and support the EMS solution following Project completion.

4. CONSULTANT DESIRED QUALIFICATION

The Consultant should possess the following qualifications and experience:

- Demonstrated experience in the design, development/configuration, Implementation and deployment of enterprise expense management systems of comparable complexity and scale.
- Proven experience in system integration with enterprise platforms such as financial management systems, document workflow systems, ERP systems or other enterprise applications.
- Experience working with large, geographically distributed or decentralized organizations, preferably in the non-profit, international development or multilateral sector.
- Familiarity with data security, privacy and regulatory requirements including compliance with regulations such as GDPR.
- Experience in deployment and support of cloud-based enterprise solutions, preferably within Microsoft Azure or similar cloud environments.
- Experience in implementing multilingual or multi-country enterprise solutions would be an advantage, particularly solutions supporting languages such as English, Arabic, Spanish, and French.

5. DURATION OF THE CONSULTANCY

The consultancy engagement shall span a total duration of **eighteen (18) months** from the date of contract signing. This duration shall cover implementation of the Expense Management System (EMS) including Phase 1: Pilot Implementation and Phase 2: Phased Rollout across other identified IPPF offices and regions along with post implementation support activities, as described in the Scope of Work.

The indicative implementation timeline for the consultancy is provided in the table below. The timelines are indicative in nature and intended to provide an overall implementation framework for the Project. Consultants are encouraged to propose practical, proven and innovative implementation approaches that may optimize and reduce the overall implementation timelines, provided such approaches continue to meet IPPF's functional, operational, quality, security and governance requirements.

S. No.	Implementation Activity	Timeline
Phase 1: Pilot Implementation		
1	Project Inception	By Week 1
2	Requirement Finalisation for Pilot Phase	Month 1
3	Solution Design and System Specification for Pilot Phase	Till Month 1.5
4	EMS Configuration, Development and Integration for Pilot Phase	Month 1.5 – Month 4
5	Testing and User Acceptance Testing (UAT) for Pilot Phase	Month 4 – Month 5

S. No.	Implementation Activity	Timeline
6	Training and Capacity Building for Pilot Phase	Month 5
7	Deployment and Go-Live for Pilot Implementation	End of Month 5
8	Post Implementation Support for Phase 1	Month 6 – Month 11
Phase 2: Rollout Across Other IPPF Offices and Regions		
9	Requirement and Solution Design Update for Phase 2	Month 6 – Month 7
10	EMS Enhancement, Configuration, Development and Integration for Rollout Phase	Month 7 – Month 9
11	Testing and User Acceptance Testing (UAT) for Phase 2	Month 9 – Month 10
12	Training and Capacity Building for Phase 2	Month 10
13	Deployment and Go-Live for Phase 2 (i.e. complete integrated solution)	Month 10 – Month 11
14	Post Implementation Support for Complete Integrated EMS Solution	Month 12 – Month 18
15	Knowledge Transfer and Handover	Month 17 – Month 18

Any extension beyond this period will be subject to mutual written agreement between IPPF and the selected Consultant, including agreement on scope, duration and commercial terms.

The Consultant shall work closely with IPPF's team throughout the engagement to ensure effective coordination and seamless implementation.

6. APPLICATION PROCESS

Interested bidders shall submit the following as part of their proposal:

- Technical Bid prepared in accordance with the format provided in this TOR.
- Financial Bid prepared strictly in accordance with the format provided in this TOR.

The Technical Bid and Financial Bid shall be evaluated in accordance with the Bid Evaluation Methodology specified in this TOR.

IPPF may, as part of the evaluation process, seek clarifications, additional information, presentations, demonstrations, references or Proof of Concept (POC) / Demonstrations from shortlisted bidders in accordance with the Evaluation Methodology specified in this TOR.

7. TIMELINES

- Applications should be submitted by **1st July, 2026** to rfp-procurement@ippf.org
- Selection and onboarding of the selected bidder by **mid of July 2026**.

8. PAYMENT TERMS

The payment terms applicable to the selected Consultant shall be milestone-based and linked to successful completion, submission and acceptance of the respective deliverables and implementation activities under the Project. The indicative payment milestones and corresponding payment terms are outlined in the table below. IPPF may finalize the detailed payment structure, milestone definitions and associated commercial terms during contract finalization with the selected Consultant.

In case any practical, proven and innovative implementation approach proposed by the Consultant is accepted by IPPF and results in modification of the implementation approach, timelines or milestone structure, the corresponding payment schedule and milestone-linked payment terms may also be revised accordingly during contract finalization.

S. No.	Milestone / Deliverable	Payment Terms
A	Payment Milestones for Go-Live	
Phase 1: Pilot Implementation		
1	Signing of Contract and submission & approval of Inception Report	10% of F1
2	Submission and approval of Requirement Finalisation Report for Pilot Phase	10% of F1
3	Submission and approval of Solution Design Report for Pilot Phase	10% of F1
4	Completion of EMS Configuration, Development and Integration for Pilot Phase	25% of F1
5	Completion of Testing and User Acceptance Testing (UAT) for Pilot Phase and submission of UAT Report	15% of F1
6	Completion of user training sessions for Pilot Phase and submission of training materials, SOPs, user manuals and related guidance documentation	10% of F1
7	Deployment and Go-Live of EMS for Pilot Implementation	20% of F1
8	License / Subscription Fee Payment (Applicable for COTS solutions only)	As per procurement timing and pricing model specified in the bidder's financial proposal, as per Financial Format B provided in the TOR (C1).
Phase 2: Rollout Across Other IPPF Offices and Regions		
9	Submission and approval of updated Requirement Finalisation Report and Solution Design Report incorporating rollout requirements for other IPPF offices and regions as part of Phase 2	15% of F2
10	Completion of EMS Enhancement, Configuration, Development and Integration for Phase 2	25% of F2
11	Completion of Testing and User Acceptance Testing (UAT) for Phase 2 and submission of UAT Report	15% of F2
12	Completion of training sessions for Phase 2 and submission of updated training materials, SOPs, user manuals and related guidance documentation	20% of F2
13	Deployment, Full Rollout and Go-Live of complete integrated EMS solution across identified IPPF offices and regions	25% of F2
14	License / Subscription Fee Payment (Applicable for COTS solutions only)	As per procurement timing and pricing model specified in the

S. No.	Milestone / Deliverable	Payment Terms
		bidder's financial proposal as per Financial Format B provided in the TOR (C2).
B	B. Payment Milestones for Post Implementation Support	
15	Post Implementation Support Services for Pilot Phase	The Post Implementation Support Fee (F3) shall be payable on a monthly basis during the post implementation support period, subject to submission and acceptance of the Monthly Status Report (MSR) and satisfactory service delivery in line with the agreed support terms and conditions.
16	Post Implementation Support Services for Complete Integrated EMS Solution	The Post Implementation Support Fee (F4) shall be payable on a monthly basis during the post implementation support period, subject to submission and acceptance of the Monthly Status Report (MSR) and satisfactory service delivery in line with the agreed support terms and conditions.

Note:

- The Consultant shall submit invoices to IPPF for the services rendered in accordance with the agreed payment milestones.
- Payments shall be released by IPPF upon submission of invoices corresponding to the relevant deliverables and subject to verification, acceptance and approval of the deliverables by IPPF, in accordance with the terms of the agreement and satisfactory performance by the Consultant.
- All payments under this contract shall be made in USD, in accordance with the financial proposal submitted by the Consultant.
- The assignment is expected to be executed primarily in virtual mode. However, where travel is required for the purposes of this assignment and approved by IPPF, IPPF shall cover travel costs for one (1) person to the relevant location(s) of the assignment. Such costs shall include economy-class airfare (or equivalent) and reasonable out-of-pocket expenses incurred during travel, in accordance with IPPF's travel policy and subject to prior approval of the travel itinerary by the designated IPPF point of contact.
- In case IPPF accepts any practical, proven and innovative implementation approach proposed by the Consultant resulting in modification of the implementation timelines, implementation approach or milestone structure, the corresponding payment milestones and payment schedule may also be revised accordingly during contract finalization.
- The Post Implementation Support Fee applicable for Phase 1 (F3) shall apply only for the pilot implementation support period up to commencement of the Post Implementation Support period for the complete integrated EMS solution (F4). For avoidance of doubt, overlapping applicability or concurrent payment of both F3 and F4 for the same support period shall not apply.

- The payment terms for any additional system enhancements, augmentations, additional requirements or Change Requests (CRs), if required during implementation or support, shall be mutually agreed between IPPF and the Consultant in accordance with the agreed Change Request (CR) process. Any such agreed changes shall be incorporated through an amendment to the contract signed by both parties.

9. PROPOSAL REQUESTED

The interested bidders shall submit their proposals in response to this Terms of Reference (TOR) in accordance with the requirements outlined herein. The proposal shall include a Technical Bid and a Financial Bid, prepared strictly in accordance with the formats specified in this TOR. Bids that do not meet the evaluation criteria as specified in this TOR may be rejected. Incomplete submissions or proposals not prepared in the prescribed formats may also result in rejection of the bid.

10. BID EVALUATION METHODOLOGY

The evaluation of proposals shall be carried out in the following stages:

- Stage 1: Technical Proposal Evaluation**

The Technical Proposals submitted by the bidders shall be evaluated based on the criteria outlined below. The evaluation criteria are aligned with the requirements specified in this TOR and the Technical Bid Format prescribed under Section 11 of this TOR.

S.No	Evaluation Criteria	Marks
1	Relevant Experience of the Firm	15
2	Approach and Methodology for the Assignment	10
3	Proposed Solution – Requirement-wise Response	10
4	Project Management and Governance	5
5	Proposed Project Team and Key Resources	10
Total		50

Based on the Stage 1 Technical Proposal Evaluation, IPPF may shortlist up to three (3) bidders for the Proof of Concept (POC) / Demonstration stage. However, IPPF reserves the right, at its sole discretion, to shortlist more than three (3) bidders depending upon the overall quality, competitiveness and responsiveness of the proposals received.

- Stage 2: Proof of Concept (POC) / Demonstration Evaluation**

The shortlisted bidders shall be required to provide a Proof of Concept (POC) / Demonstration of the proposed EMS solution based on indicative business scenarios, workflows and use cases to be shared separately by IPPF.

The POC / Demonstration shall carry a maximum of twenty (20) marks.

The combined Technical Score of the bidder shall comprise:

- Stage 1 – Technical Proposal Evaluation (50 Marks); and
- Stage 2 – Proof of Concept (POC) / Demonstration Evaluation (20 Marks).

Only those bidders securing a minimum qualifying score of 70% in the combined Technical Evaluation, i.e. minimum 49 marks out of 70, shall qualify for opening of the Financial Bid.

- **Stage 3: Financial Evaluation**

The Financial Bids of only those bidders who secure the minimum qualifying score in the combined Technical Evaluation, comprising Stage 1 & Stage 2, shall be opened and evaluated.

The Financial Score shall carry a maximum of thirty (30) marks and shall be calculated using the following formula:

$$\text{Financial Score} = (\text{Lowest Financial Bid} / \text{Financial Bid of the Bidder}) \times 30$$

- **Stage 4: Final Combined Evaluation (70:30)**

The Final Combined Score of the bidder shall be calculated based on:

- Combined Technical Score comprising:
 - ✓ Stage 1 – Technical Proposal Evaluation (50 Marks); and
 - ✓ Stage 2 – Proof of Concept (POC) / Demonstration Evaluation (20 Marks); and
- Financial Score (30 Marks).

The Final Combined Score of the bidder shall be calculated as follows:

$$\text{Final Combined Score} = \text{Technical Score} + \text{Financial Score}$$

The bidder securing the highest Final Combined Score shall ordinarily be ranked highest for consideration of award, subject to IPPF's rights under this TOR.

However, IPPF reserves the right to undertake negotiations with one or more bidders on technical, commercial, implementation, contractual or other aspects of the proposal, where considered necessary and in the best interest of IPPF.

The final decision regarding award of the contract shall solely rest with IPPF and IPPF shall not be bound to award the contract solely based on the evaluation scores or ranking of the bidders.

11. TECHNICAL BID FORMAT

The bidders shall ensure that the Technical Bid is structured in accordance with the format below. The information provided under each section shall be sufficiently detailed to enable evaluation in accordance with the Evaluation Methodology specified in this TOR.

S. No.	Particulars	Details to be provided
1	Bidder Details	<p>The bidder shall provide details including:</p> <ul style="list-style-type: none"> • Legal name of the bidding entity • Year of establishment and ownership structure. • Geographical presence and operational footprint. • Overview of service offerings relevant to software development and implementation

S. No.	Particulars	Details to be provided
2	Declaration regarding Blacklisting	The bidder shall submit a self-declaration confirming that the firm has not been blacklisted or debarred by any Government agency, international organization, multilateral institution or similar entity. The declaration shall be signed by the authorized signatory of the bidder.
3	Relevant Experience of the Firm	The bidder shall provide details of relevant experience, including citations of similar assignments undertaken, demonstrating their capability in design, development/configuration and deployment of expense management systems as outlined in this TOR. A minimum of two (2) citations of comparable client assignments, along with references, must be submitted. The cited assignments should include projects involving expense management system/solution. The bidder, if shortlisted, shall provide contact details of the referenced clients for verification purposes, if requested by IPPF.
4	Approach and Methodology for the Assignment	The bidder shall describe the proposed approach and methodology for implementation of the EMS. This should include the bidder's understanding of the project objectives and proposed approach for various phases and aspects of the project as mentioned in the scope of work section of the TOR.
5	Proposed Solution – Requirement-wise Response	The bidder shall provide a structured response explaining how the proposed solution addresses the functional and technical requirements outlined in this TOR. This shall include a description of the proposed EMS solution (COTS, configurable platform-based or bespoke), system architecture, key system functionalities, integration approach with relevant IPPF systems and security considerations.
6	Project Management and Governance	The bidder shall provide details of the proposed Project Manager, including qualifications and relevant experience in managing enterprise system implementation projects. The proposed Project Manager shall serve as the primary point of contact for IPPF throughout the project. The bidder should also describe the proposed project governance, escalation and communication approach for management of the Project.
7	Proposed Project Team and Key Resources	The bidder shall provide details of the proposed project team and key resources who will be involved in the implementation of the EMS. This should include roles, responsibilities, qualifications and relevant experience of the key team members. CVs of key personnel may be provided as part of the proposal.

Note:

- The Technical Bid should not exceed 30 pages, excluding annexures. Bidders may submit any supporting documents as annexures to the Technical Bid.
- IPPF may request the top bidders (ordinarily up to a maximum of three bidders, unless otherwise decided by IPPF), based on the technical evaluation, to provide a demonstration of their proposed solution (for COTS solutions) or develop and present a Proof of Concept (POC) / Demonstration (for bespoke solutions). The detailed use cases, scenarios and functional expectations for the demonstration / POC shall be shared separately by IPPF with the shortlisted bidders. Bidders will be provided at least one week's prior notice regarding the date of the demonstration / POC. If required by the bidder, IPPF shall reimburse up to a maximum of USD 1,000 towards the cost of preparation of the demonstration / POC.
- Any additional costs incurred by the bidder in relation to bid preparation shall not be borne by IPPF.

12. FINANCIAL BID FORMAT

The Financial Proposal shall be submitted in United States Dollars (US\$) by interested bidders in accordance with the applicable formats prescribed in this section.

Considering that bidders may propose either a Bespoke Development Model or a Commercial Off-the-Shelf (COTS) solution, two separate financial formats have been provided.

Bidders shall submit the financial proposal only for the solution model proposed in their technical proposal, using the applicable financial format:

- Format A – Financial Proposal for Bespoke Development Model
- Format B – Financial Proposal for COTS Solution

The financial proposal shall cover all costs associated with implementation of the Expense Management System (EMS) in accordance with the Scope of Work, including system design, development/configuration, integrations, testing, training, deployment, Go-Live and post implementation support activities.

IPPF reserves the right to evaluate the proposed solutions based on technical suitability, commercial evaluation and overall value to IPPF before determining the final solution.

The detailed financial formats are provided below:

Format A – Financial Proposal for Bespoke Development Model

Table 1: Go-Live Fee

S. No.	Particulars	Total Amount (US\$) Excl. VAT	Remarks (if any)
1	Go-Live for Phase 1 (F1)		
2	Go-Live for Phase 2 (F2)		
Total Go-Live Fee (F1+F2)			

Table 2: Post Implementation Support Fee

S. No.	Resource Profile	Total Amount (US\$) Excl. VAT	Remarks (if any)
1	Fee for Post Implementation Support for Phase 1 (F3)		
2	Fee for Post Implementation Support Cost for Phase 1 & Phase 2 combined (i.e. complete integrated EMS solution) (F4)		
Total Post Implementation Support Fee (F3+F4)			

Table 3: System Augmentation Cost (resource fee/ per day)

S. No.	Resource Profile	Person-Day Rate (US\$) exclusive of VAT
1		
2		
3		
n		

Key Considerations on the Financial Proposal Format

- Only those bidders who secure the minimum qualifying score in the combined Technical Evaluation and successfully complete the Proof of Concept (POC) / Demonstration stage, where applicable, shall be considered for financial evaluation.
- The financial proposal must be submitted strictly in the format provided. Submission of a price bid in any other format or submission of an incomplete price bid may lead to rejection of the proposal.
- All prices must be quoted in United States Dollars (US\$) exclusive of VAT and any other applicable taxes.
- The financial proposal shall include all costs associated with the design, development, configuration, integration, testing, training, deployment, Go-Live and post implementation support of the Expense Management System (EMS) as described in the Scope of Work.
- IPPF will not make any additional payments apart from the amounts quoted in the financial format provided, unless otherwise agreed through a formal Change Request (CR) process.
- The quoted rates shall remain fixed and valid for the entire contract duration, unless otherwise specified in the financial proposal.
- Payments will be made in accordance with the payment terms specified in this document.
- The contract shall be awarded to the bidder whose proposal offers the best overall value to IPPF, based on a comprehensive evaluation of both technical and financial criteria.
- The payment for tasks/ activities related to 'Augmentation Support' shall be mutually deliberated and agreed upon, as part of the change request procedure. However, the pro-rata rates wherever exists in the above financial quotes shall be used to derive the cost.

Authorised Signatory of Bidder _____

Business Address _____

Date: _____

Place: _____

Format B – Financial Proposal for COTS Solution**Table 1: Subscription / License Fee**

S. No.	Particulars	Unit	Unit Rate (US\$) Excl. VAT (i)	Number of Units (ii)	Total Amount (US\$) Excl. VAT (i x ii)	Remarks (if any)
1	EMS Software Subscription / License Fee for Phase 1 (C1)	<<Specify unit such as: Per Active User / Per Registered User / Per Entity / Enterprise License / Per Month / Other (specify)>>				<<provide details on pricing model as well as when the license needs to be procured>>
2	EMS Software Subscription / License Fee- additional units for Phase 2 (C2)	<<Specify unit such as: Per Active User / Per Registered User / Per Entity / Enterprise License / Per Month / Other (specify)>>				<<provide details on pricing model as well as when the license needs to be procured>>
Total Annual Subscription Fee (C1+C2)						

Table 2: Fee for Customisation, Configuration and Implementation till Go-Live

S. No.	Particulars	Total Amount (US\$) Excl. VAT
1	Phase 1 (F1)	
2	Phase 2 (F2)	
Total Fee for Customisation, Configuration and Implementation till Go-Live (F1+F2)		

Table 3: Post Implementation Support Fee

S. No.	Resource Profile	Total Amount (US\$) Excl. VAT	Remarks (if any)
1	Fee for Post Implementation Support for Phase 1 (F3)		
2	Fee for Post Implementation Support Cost for Phase 1 & Phase 2 combined (i.e. complete integrated EMS solution) (F4)		
Total Post Implementation Support Fee (F3+F4)			

Table 4: System Augmentation Cost (resource fee/ per day)

S. No.	Resource Profile	Person-Day Rate (US\$) exclusive of VAT
1		
2		
3		
n		

Key Considerations on the Financial Proposal Format

- Only those bidders who secure the minimum qualifying score in the combined Technical Evaluation and successfully complete the Proof of Concept (POC) / Demonstration stage, where applicable, shall be considered for financial evaluation.
- The financial proposal must be submitted strictly in the format provided. Submission of a price bid in any other format or submission of an incomplete price bid may lead to rejection of the proposal.
- All prices must be quoted in United States Dollars (US\$) exclusive of VAT and any other applicable taxes.
- The financial proposal shall include all costs associated with the design, configuration, development, integration, testing, training, deployment, EMS license / subscription fee and post implementation support cost / license recurring cost for Expense Management System (EMS) as described in the Scope of Work.
- If the software license or subscription cost is recurring and applicable during the post implementation support period, bidders should clearly indicate this in the Remarks column, including:
 - the periodicity of the recurring charge (monthly / annual)
 - the basis for calculation (e.g., number of units, months etc.)
 - the assumptions used for estimating the units.
- If post implementation support services are included within the software subscription or license fee, bidders should clearly describe the scope of such support in the remarks column.
- In case any fee or cost component specified in the financial format is not applicable to the bidder's proposed solution, the bidder should indicate "NA" (Not Applicable) in the relevant field and provide a brief explanation in the Remarks column, wherever appropriate.



- IPPF will not make any additional payments apart from the amounts quoted in the financial format provided, unless otherwise agreed through a formal change request process.
- The quoted rates shall remain fixed and valid for the entire contract duration, unless otherwise specified in the financial proposal.
- Payments will be made in accordance with the payment terms specified in this document.
- The contract shall be awarded to the bidder whose proposal offers the best overall value to IPPF, based on a comprehensive evaluation of both technical and financial criteria.
- The payment for tasks/ activities related to 'Augmentation Support' shall be mutually deliberated and agreed upon, as part of the change request procedure. However, the pro-rata rates wherever exists in the above financial quotes shall be used to derive the cost.

Authorised Signatory of Bidder _____

Business Address _____

Date: _____

Place: _____

13. DISQUALIFICATION

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

- Proposal not submitted in the formats prescribed in this TOR.
- Revision of quotes, during validity of the proposal, or its extended period, if any.
- The proposal is conditional upon terms and conditions not contained in this TOR or otherwise deviates from the terms and conditions of this TOR.
- Proposal is received after the prescribed submission date and time, unless a specific waiver is 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 or fraudulent means at any point of time during the bid process.
- In case any bidder submits multiple proposals or if common interests are found in two or more bids/bidders, the bidders are likely to be disqualified, unless additional bids are withdrawn upon notice immediately.

14. CLARIFICATION ON TOR

A prospective bidder requiring any clarification on the TOR may notify IPPF by e-mail. They shall submit any queries related to the TOR document in the following format in excel or word format only to rfp-procurement@ippf.org by **3rd June, 2026**. The responses (explanation of the query but

without identifying the source of the inquiry) to these queries shall be uploaded on the website of IPPF (www.ippf.org) for ready reference of all prospective bidders.

S. No	Page No. of TOR	Reference Clause	Queries	Query / Suggestion of the Bidder

15. HOW TO APPLY

The Technical Bid and Financial Bid shall be submitted by email to rfp-procurement@ippf.org in the prescribed formats, no later than **5:00 PM BST on 24th June 2026**.

ANNEXURES

ANNEXURE 1: INDICATIVE EMS PROCESSES & FUNCTIONAL REQUIREMENTS

The following processes provide an indicative view of the key expense management scenarios within IPPF and are intended to help bidders understand the functional scope, operational context and integration requirements of the proposed Expense Management System (EMS). These processes reflect the current understanding of how different categories of expenses, reimbursements and vendor invoices are expected to be captured, validated and processed across EMS with required integrations with existing systems of IPPF.

Bidders are expected to review these processes and propose solutions that meet the underlying business requirements while optimising user experience, automation, control and efficiency. IPPF encourages bidders to suggest innovative approaches, alternative workflows and enhanced functionalities that improve processing time, reduce manual effort, strengthen compliance and provide better visibility and reporting. The proposed solution should therefore not be limited to the exact process descriptions below but should demonstrate how the requirements can be met in a scalable, efficient and user-friendly manner.

SUMMARY OF PROCESSES

The following table provides a high-level summary of the key expense management processes within IPPF. It is intended to give bidders an overview of the different expense categories, their scope and the associated functional expectations from the proposed EMS solution. Detailed descriptions of each process are provided subsequently sections. The table highlights the primary use cases and considerations that the solution should address, without prescribing specific system design or workflows.

S.No.	Process Name	Scope	Key Considerations for Solution
1	Employee Travel Expenses	Employee incurred travel related expenses including out of pocket and corporate card transactions	Trip ID based structuring, OCR enabled expense capture, policy validation including per diem rules, support for multi-currency and integration with finance system (NetSuite) for reimbursement and settlement
2	Employee Non-Travel Expenses	Employee incurred non-travel expenses such as telecom, internet and local conveyance	Intuitive expense capture, OCR based data extraction, policy validation and efficient processing for reimbursement
3	Event Participant Expenses	Expenses incurred by employees and external participants for events	Event based structuring, support for external participant access, linkage across Event ID, Trip ID and Expense ID, policy validation and consolidated visibility of event level expenses
4	Event Level Expenses and Vendor Invoices	Centrally incurred event related costs such as venue, catering and event services	Vendor invoice intake, OCR based extraction, classification and mapping to project and activity codes, budget validation and integration with finance system for purchase order creation and vendor payments

S.No.	Process Name	Scope	Key Considerations for Solution
5	Corporate Card Reconciliation	Capture, allocation and reconciliation of corporate card transactions	Automated transaction ingestion, allocation to Expense ID, Trip ID or Event ID, matching and exception management, support for compliance validation and integration with finance system for settlement and adjustments
6	Contract Related Vendor Invoices	Vendor invoices linked to formal contracts and milestones	OCR based invoice intake, capture of contract and milestone details, data preparation for downstream validation workflows and integration with vendor management system (Kofax) and finance systems for purchase order processing and payment
7	TSP or TMC Travel Invoices	Travel vendor invoices billed directly to IPPF for flights, hotels and taxis	Invoice ingestion through multiple channels, OCR based data extraction, Trip ID based validation, exception identification and resolution workflows, integration with finance system for purchase order creation, settlement and recovery
8	Non-Contract Operational Vendor Invoices	Routine operational invoices such as utilities, supplies and subscriptions	Efficient invoice intake through multiple channels, OCR based data extraction, validation and coding of expenses, budget control and integration with finance system for purchase order creation and vendor payment

DETAILED PROCESSES

The following section provides detailed descriptions of each expense management process outlined above. These descriptions are intended to illustrate the expected flow of transactions, roles involved and key control points across EMS and integrated systems.

While the processes reflect IPPF's current understanding of requirements, bidders are expected to review these in detail and propose optimised workflows, system capabilities and automation approaches that meet the underlying business objectives. The proposed solution should demonstrate how these processes can be implemented in an efficient, scalable and user-friendly manner, while ensuring appropriate controls, compliance and integration with existing systems.

1. Employee Travel Expenses

This process covers expenses incurred directly by IPPF employees while undertaking official travel. It applies only to employee paid expenses including out of pocket payments, corporate card transactions and other modes of payment.

Expenses that are billed directly to IPPF by vendors such as flights, hotel accommodation and taxis booked through approved travel service providers are excluded from this process. These are handled separately through vendor invoice workflows and are not entered, validated or submitted by the traveller in EMS.

Each expense must be linked to a Trip ID. Since IPPF does not currently have an Automated Travel System, the Trip ID will be generated within EMS as part of the expense report creation process. At the time of creating the expense report, the system generates the Trip ID and captures associated

details such as project code and other required information. Where applicable, the Trip ID may be linked to an existing system generated reference such as a travel requisition ID in NetSuite to enable alignment and reconciliation. Once the Automated Travel System is implemented, the Trip ID will be generated from that system and integrated with EMS.

The traveller creates an expense report either during travel or after completion of travel. The system generates the Trip ID and captures associated details such as project code and other relevant information, allowing the traveller to proceed directly with entering individual expenses.

The traveller should have the option to use a mobile application as well as a web interface. Both interfaces must support receipt or document upload functionality and OCR capability. Uploaded receipts are processed using OCR to extract key expense details with auto classification of expense type. The traveller verifies the extracted information and indicates the method of payment such as personal or corporate card. Each entry is saved progressively, building the expense record for the trip.

The system should also allow and require upload of supporting documents where applicable such as invoices, receipts, boarding passes, travel tickets and other proof of travel. These requirements should be enforced based on IPPF travel policy and other applicable policies, with validations embedded within EMS to ensure compliance before submission.

The EMS must support multi-currency expense capture, allowing employees to record expenses in the currency in which they are incurred. The system should apply appropriate exchange rates as per defined rules and ensure accurate conversion and reporting.

After completion of travel, the traveller reviews and finalises the expense report within EMS. The system performs automated checks including policy validation, per diem calculation where applicable and GL code mapping based on predefined rules aligned to IPPF policies. The traveller then submits the report for budget holder approval in EMS.

In EMS, the approval control is limited to budget holder approval. This ensures that the expenditure is acknowledged against the relevant project budget before the expense report is passed to NetSuite. Finance review, line manager approval, accounting posting, reimbursement processing and settlement continue in NetSuite as per the current workflow.

Once the budget holder approval is completed in EMS, the expense report is transmitted to NetSuite where financial review, accounting entries, reimbursement or settlement and final closure are processed. NetSuite returns the transaction status to EMS and the expense record is updated accordingly.

2. Employee Non-Travel Expenses

This process covers expenses incurred directly by IPPF employees for official purposes that are not related to travel. It applies only to employee paid expenses including out of pocket payments, corporate card transactions and other modes of payment.

Typical expenses under this category include telecom charges, internet reimbursement, business meetings, local conveyance for official purposes.

At the time of creation of the expense report, the system generates an Expense ID which acts as the primary reference for capturing, tracking and reporting all related expenses. Associated details such as project code and other relevant information are captured at this stage, allowing the employee to proceed directly with entering individual expenses.

The employee should have the option to use a mobile application as well as a web interface. Both interfaces must support receipt or document upload functionality and OCR capability. Uploaded receipts are processed using OCR to extract key expense details with auto classification of expense type. The employee verifies the extracted information and indicates the method of payment such as personal or corporate card. Each entry is saved progressively, building the expense record.

The system should also allow and require upload of supporting documents where applicable such as invoices, receipts and other proof of expense. These requirements should be enforced based on IPPF policies, with validations embedded within EMS to ensure compliance before submission.

The EMS must support multi-currency expense capture, allowing employees to record expenses in the currency in which they are incurred. The system should apply appropriate exchange rates as per defined rules and ensure accurate conversion and reporting.

After completion, the employee reviews and finalises the expense report within EMS. The system performs automated checks including policy validation and GL code mapping based on predefined rules aligned to IPPF policies. The employee then submits the report for budget holder approval in EMS.

Once the budget holder approval is completed in EMS, the expense report is transmitted to NetSuite where financial review, accounting entries, reimbursement or settlement and final closure are processed. NetSuite returns the transaction status to EMS and the expense record is updated accordingly.

3. Event Participant Expenses

This process covers expenses incurred by participants attending events organised or supported by IPPF such as meetings, workshops, conferences, governance sessions and similar activities. Participants may include IPPF employees as well as external participants, and all such expenses are captured within EMS to enable structured reimbursement and consolidated tracking at an event level.

The Event Organizer creates the event in EMS by entering relevant details such as event name, purpose, location, dates and applicable project and activity codes. Upon creation, the system generates a unique Event ID which serves as the primary reference for all event related transactions.

Participant details are recorded against the Event ID. For each participant, the system generates a unique Expense ID and a Trip ID within EMS, which act as the primary references for capturing, tracking and reporting expenses incurred by that participant in relation to the event. Each Trip ID is tagged to the corresponding Event ID, enabling consolidation of all participant travel under a single event while maintaining individual level traceability for reconciliation purposes.

For employees, the system automatically creates an expense report within EMS linked to the corresponding Event ID, Expense ID and Trip ID. For external participants, the system provides a secure access mechanism such as a controlled link or URL, enabling them to record and submit their expenses without requiring full system access.

Participants undertake travel and incur expenses based on arrangements coordinated outside EMS. Expenses may be incurred out of pocket or through corporate cards, while certain components such as accommodation or other centrally arranged services may be paid directly by IPPF and are therefore not required to be claimed by participants.

Participants capture expenses using the EMS mobile application or web interface, either during travel or after completion of travel. The Expense ID associated with the participant is used to record all expenses related to the event. The system supports receipt or document upload functionality and OCR capability. Uploaded documents such as invoices, receipts and boarding passes are processed using OCR to extract key expense details with auto classification of expense type. The participant verifies the extracted information and indicates the method of payment such as personal or corporate card. Each entry is saved progressively, building the expense record under the respective Expense ID.

The system enforces submission of supporting documents based on IPPF policies, with validations embedded within EMS to ensure compliance before submission. The system also supports multi-currency expense capture, allowing expenses to be recorded in the currency in which they are incurred and applying defined exchange rate rules for accurate reporting.

After completion, the participant reviews and finalises the expense report within EMS. The system performs automated checks including policy validation, per diem calculation where applicable and GL code mapping based on predefined rules aligned to IPPF policies. The participant then submits the expense report for budget holder approval in EMS.

Once the budget holder approval is completed, the expense report data is transmitted to NetSuite for financial processing. Within NetSuite, the transactions undergo financial review and managerial review in accordance with IPPF financial procedures. NetSuite performs the required financial processing, including validation of financial attributes, posting of accounting entries and settlement processing. For employee participants, expenses are processed as reimbursements. For non-employee participants, where applicable, purchase orders are created in NetSuite in line with IPPF financial procedures.

Upon completion of financial processing, NetSuite returns the relevant transaction reference numbers, approval status, settlement details, payment status and purchase order reference where applicable to EMS. This information is recorded against the corresponding Expense ID, Trip ID and Event ID to maintain traceability and provide visibility. Based on the status received from NetSuite, EMS updates the expense record and marks it as closed. The complete record, including supporting documents, extracted data and settlement references, is retained within EMS for audit, reporting and compliance purposes.

All participant expenses remain linked to the corresponding Event ID, enabling consolidated visibility and reporting of total event related expenditure.

4. Event Level Expenses & Vendor Invoices

This process covers expenses incurred centrally by IPPF in relation to events organised or supported by IPPF such as meetings, workshops, conferences, governance sessions and similar activities, excluding participant travel related expenses. These include expenses related to venue, catering, event management services and other event related costs, all of which are processed as vendor transactions supported by invoices, receipts or bills. All such expenses are captured within EMS and linked to the corresponding Event ID created during event setup as part of the “Event Participant Expenses” process, enabling consolidated tracking and reporting at an event level.

The Event Organizer or designated user uploads vendor invoices, receipts or bills within EMS under the relevant Event ID. Upon upload, the system performs OCR processing to extract key information such as vendor name, transaction date, currency and amount. The extracted information is reviewed and updated where required before saving the transaction record.

All such expenses are classified under appropriate expense categories and mapped to the relevant project and activity codes associated with the Event ID. The system applies predefined mappings to assign the corresponding General Ledger codes.

The system enforces submission of supporting documents based on IPPF policies, with validations embedded within EMS to ensure completeness and compliance before submission. The system also supports multi-currency expense capture, allowing transactions to be recorded in the currency in which they are incurred and applying defined exchange rate rules for accurate reporting.

After recording and verification, the transactions are submitted within EMS and routed for budget holder approval to ensure alignment with the approved event budget.

Once the budget holder approval is completed, the transaction data along with supporting documents is transmitted to NetSuite for financial processing. Within NetSuite, the transactions undergo financial review and managerial review in accordance with IPPF financial procedures. NetSuite performs the required financial processing, including creation of purchase orders, recording of vendor invoices, validation of financial attributes, posting of accounting entries and allocation of costs to the appropriate financial dimensions. NetSuite then processes vendor payments based on defined payment terms.

Upon completion of financial processing, NetSuite returns the relevant transaction reference numbers, purchase order reference, approval status, settlement details and payment status to EMS. This information is recorded against the corresponding Event ID to maintain traceability and provide visibility. Based on the status received from NetSuite, EMS updates the transaction record and marks it as closed. The complete record, including supporting documents, extracted data and settlement references, is retained within EMS for audit, reporting and compliance purposes.

5. Corporate Card Reconciliation

This process covers the capture, allocation and reconciliation of expenses incurred using corporate cards for official business purposes. Corporate card transactions are recorded in EMS, linked to the relevant Expense ID, Trip ID, Event ID or expense category and reconciled with the corporate card statement to ensure accurate financial reporting, control and policy compliance.

Corporate card transactions are captured in EMS through integration with the corporate card provider. Where such integration is enabled, transaction data is automatically synchronised with EMS at or near the time of occurrence and recorded in the Corporate Card Transaction Register. Each transaction includes details such as cardholder name, transaction date, merchant name, transaction amount and currency, and is made available to the respective cardholder for review and allocation.

Upon availability of transactions in EMS, the system may generate notifications to the cardholder prompting timely upload of supporting documents. The cardholder uploads receipts or supporting documents through the mobile application, web interface or other supported channels. EMS performs OCR processing on uploaded documents to extract key information such as vendor name, transaction date, currency and amount, which supports verification and improves accuracy during allocation.

Each cardholder is responsible for reviewing and allocating transactions incurred on their card within EMS. Transactions are linked to the relevant Expense ID, Trip ID, Event ID or expense category, as applicable. The cardholder also ensures that each transaction is correctly classified under the appropriate expense category and mapped to the relevant project code and financial dimensions.

At the end of the billing cycle, the corporate card statement is ingested into EMS and serves as the authoritative record of all transactions billed during the period. EMS performs automated matching between the transactions reflected in the corporate card statement and those recorded in the Corporate Card Transaction Register using key attributes such as cardholder identity, transaction date, merchant name, amount and currency. Transactions that are properly recorded, supported with documentation and correctly allocated are marked as reconciled.

Transactions that are not successfully matched are flagged as exceptions. These may include transactions not allocated to any Expense ID, Trip ID or Event ID, incorrect classification, missing supporting documents or transactions that may be non-business or ineligible as per IPPF policies. The cardholder is responsible for reviewing and resolving such exceptions by updating allocations, uploading documents or correcting classifications. EMS may generate automated reminders to ensure timely resolution.

Once all transactions have been reviewed, allocated and exceptions resolved, EMS marks the transactions as reconciled and prepares the validated transaction data for transmission to NetSuite.

The reconciled transaction data is transmitted to NetSuite for financial processing. Within NetSuite, the transactions undergo financial review and managerial review in accordance with IPPF financial procedures. NetSuite performs the required accounting processing, including recording expense entries, allocating costs to the appropriate financial dimensions and clearing corporate card liabilities.

Where transactions are identified as non-business or ineligible, corresponding recovery or adjustment entries are recorded in accordance with IPPF financial procedures.

Upon completion of financial processing, NetSuite returns the relevant transaction reference numbers and processing status to EMS. This information is recorded against the corresponding transactions, including linkage to Expense ID, Trip ID or Event ID where applicable, to maintain traceability and provide visibility. Based on the status received, EMS updates the reconciliation records and marks the reconciliation cycle as closed. The complete reconciliation record, including transaction details, supporting documents and accounting references, is retained within EMS for audit, reporting and compliance purposes.

6. Contract Related Vendor Invoices

This process covers the management and financial processing of vendor invoices associated with formal contracts or agreements entered into by IPPF. These invoices relate to services delivered under contractual arrangements and are captured within EMS for structured intake, data extraction and routing to downstream systems for validation, approval and financial processing in accordance with IPPF policies.

Vendor invoices are submitted into EMS through defined intake channels. Vendors may upload invoices directly through controlled access to the EMS portal. Alternatively, invoices may be uploaded by designated IPPF users on behalf of the vendor or automatically ingested from configured email channels.

Once the invoice is ingested or uploaded, EMS creates an expense record and generates a unique Expense ID. The system performs OCR processing to extract key invoice information such as invoice number, contract reference, vendor name, invoice date, milestone or deliverable description, invoice amount, tax amount and currency. In cases where certain details are not available in the invoice document, the corresponding fields remain unpopulated, enabling the designated initiator to enter or update the required information. The initiator reviews the populated invoice record within EMS and completes any missing or required details. The designated initiator verifies the completeness of the invoice record, assigns the relevant project code and applicable financial allocation dimensions and submits the invoice for further validation and approval processing to the Vendor Management System (Kofax).

Within Kofax, the invoice undergoes validation and approval against the relevant contract. Upon completion, the invoice details are transmitted to NetSuite for financial review, purchase order creation and vendor payment processing in accordance with IPPF financial procedures. Upon completion of financial processing, NetSuite returns the transaction reference numbers, purchase order reference, approval status and settlement details to EMS. This information is recorded against the corresponding Expense ID, based on which EMS updates the invoice record and marks it as closed. The complete record, including invoice documents, extracted data and settlement references, is retained within EMS for audit, reporting and compliance purposes.

7. TSP / TMC Travel Invoices

This process covers invoices received from Travel Service Providers (TSP) or Travel Management Companies (TMC) for travel services such as flights, hotel accommodation and taxis booked on behalf of IPPF employees and billed directly to IPPF. These invoices are processed as vendor transactions and are linked to the relevant Trip ID to enable consolidated tracking of total travel expenditure. The Trip ID is provided by admin staff to the TSP/TMC and must be included in their invoices or supporting data.

Invoices are received periodically from the TSPs/TMCs, typically as consolidated billing statements accompanied by detailed supporting data. The invoice may be uploaded by the TSPs/TMCs through controlled access or uploaded manually by an admin user or ingested through a configured email channel.

Once the invoice or supporting data is uploaded or ingested, EMS creates an expense record and generates a unique Expense ID. The system performs OCR processing to extract key information such as vendor name, invoice number, invoice date, billing period, currency, amount, Trip ID and line level details, where available.

EMS performs validation of invoice data based on Trip ID and related travel records. Transactions are checked for completeness and consistency, including verification that the Trip ID is valid and corresponds to an existing trip. Where applicable, the system also identifies potential overlaps with employee submitted expenses or corporate card transactions to support policy compliance.

Transactions that meet validation criteria are marked accordingly, while those with missing, incorrect or inconsistent Trip ID or other discrepancies are flagged as exceptions. The system shall trigger notifications to the relevant traveller, admin user or responsible person for review, correction or confirmation as applicable.

Exceptions are reviewed and resolved within defined timelines. Based on configured rules, both validated transactions and unresolved exceptions are transmitted to NetSuite with appropriate status indicators for further review, approval, settlement or recovery, as applicable. Within NetSuite, the transactions undergo financial and managerial review in accordance with IPPF financial procedures, including creation of purchase orders, validation of financial attributes, posting of accounting entries, settlement processing and recovery where applicable. Upon completion of financial processing, NetSuite returns the relevant transaction reference numbers, purchase order reference, approval status, settlement details and payment status to EMS. This information is recorded against the corresponding Expense ID and Trip ID, based on which EMS updates the invoice record and marks it as closed. The complete record, including invoice documents, extracted data, validation status and settlement references, is retained within EMS for audit, reporting and compliance purposes.

8. Non-Contract Operational Vendor Invoices

This process covers invoices related to routine operational expenses such as utilities, telecom services, office supplies, subscriptions and other administrative services that are not associated with formal contracts or travel related activities. These invoices are processed as vendor transactions and captured within EMS for structured intake, validation and routing to NetSuite for financial processing.

Vendor invoices are submitted into EMS through defined intake channels. Vendors may upload invoices through controlled access, or invoices may be uploaded by designated IPPF users or ingested through configured email channels.

Once the invoice is uploaded or ingested, EMS creates an expense record and generates a unique Expense ID. The system performs OCR processing to extract key invoice information such as vendor name, invoice number, invoice date, currency, amount and line level details, where available. In cases where certain details are not available in the invoice document, the corresponding fields remain unpopulated, enabling the designated user to enter or update the required information. The designated user reviews the invoice record within EMS, verifies completeness and assigns the relevant project code and applicable financial allocation dimensions. The invoice is then submitted for budget holder approval within EMS to ensure alignment with the relevant budget.

Once the budget holder approval is completed, the invoice data along with supporting documents is transmitted to NetSuite for financial processing. Within NetSuite, the transactions undergo financial and managerial review in accordance with IPPF financial procedures. NetSuite performs the required financial processing, including creation of purchase orders, validation of financial attributes, posting of accounting entries and vendor payment processing.

Upon completion of financial processing, NetSuite returns the relevant transaction reference numbers, purchase order reference, approval status, settlement details and payment status to EMS. This information is recorded against the corresponding Expense ID, based on which EMS updates the invoice record and marks it as closed. The complete record, including invoice documents, extracted data and settlement references, is retained within EMS for audit, reporting and compliance purposes.

REPORTING AND ANALYTICS

The proposed EMS solution should support comprehensive reporting and analytics capabilities to provide visibility into expenses, vendor transactions, corporate card usage and overall spend across IPPF. Reporting should enable monitoring of key parameters such as expense trends, policy compliance, budget utilisation, outstanding items, exception cases and processing timelines across different expense categories and organisational dimensions.

The system should support generation of standard and configurable reports, along with dashboards that provide insights at various levels including employee, project, event, vendor and organisational level. It should also support data extraction and integration with existing reporting or business intelligence tools where required.

While indicative reporting requirements are outlined above, detailed reporting structures, formats and data requirements will be further defined during the project requirement gathering and design



phase. Bidders are expected to propose flexible and scalable reporting capabilities that can adapt to evolving business needs and provide meaningful insights to support decision making and governance.

ANNEXURE 2: INDICATIVE USERS AND TRANSACTION VOLUMES

This annexure provides indicative information on the geographic coverage, number of users and estimated annual transaction volumes for the proposed Expense Management System (EMS). The information is provided to assist bidders in preparing their technical and financial proposals, particularly where pricing for Commercial Off-the-Shelf (COTS) solutions depends on the number of users or transaction volumes.

The figures provided below are indicative estimates for proposal preparation purposes only and may vary during the course of implementation and system operation.

S. No.	Geographic Coverage	Number of Users	Number of Expense Reports / POs per Year	Remarks
A	Primary Offices			
1	London Office (United Kingdom)	89	4192	
2	European Network – Brussels (Belgium)	28	874	
3	Africa Regional Office – Nairobi (Kenya)	83	1601	
4	Arab World Regional Office – Tunis (Tunisia)	17	367	
5	Americas and Caribbean Regional Office – Mexico	25	774	
6	East and South East Asia and Oceania Regional Office – Kuala Lumpur (Malaysia)	41	947	
7	Sub-Regional Office for the Pacific – Suva (Fiji)	21	590	
8	South Asia Regional Office – New Delhi (India)	43	859	
9	Washington DC Office	14	243	
B	Satellite Offices			
10	Perth (Australia)	2	30	
11	Germany	1	22	
12	France Office	2	16	
13	Geneva Office	5	62	
14	Italy Office	1	13	
15	Netherlands Office	1	6	

Notes

- The information provided above is indicative and intended solely to assist bidders in preparing their proposals, particularly where the pricing of the proposed solution depends on the number of users or transaction volumes.



- For estimation purposes, Expense Reports / POs may include transactions such as travel expense reports, employee reimbursement claims, corporate card reconciliation submissions and vendor invoice processing transactions to be processed through the EMS.
- The actual number of users and transactions may vary during implementation and operation of the system.
- Bidders shall ensure that their proposed solution is capable of scaling to accommodate potential increases in the number of users, offices and transaction volumes during the contract period.