

IPPF Dashboard Consultancy – Phase 4

Consolidated Responses to Bidder Clarification Questions

Thank you for your interest in the consultancy for **"Designing and Delivering an MA-Facing Dashboard: Needs Analysis, Development and Deployment."**

The following responses address the clarification questions received from interested bidders. Responses have been consolidated where multiple questions covered similar topics. These responses should be read together with the Terms of Reference. Where requirements remain subject to the needs analysis phase, bidders are expected to propose an appropriate methodology and assumptions as part of their technical proposal.

1. Budget

Question:

Is there an indicative budget envelope/ceiling/range for the assignment?

Response

IPPF has intentionally not disclosed a budget ceiling for this consultancy. The decision was taken to support a competitive procurement process and to avoid vendors tailoring proposals to a predetermined budget figure rather than proposing the approach, level of effort, and solution they consider most appropriate to meet the requirements of the assignment.

As a non-profit organisation, IPPF places a strong emphasis on value for money and encourages bidders to propose practical, scalable, and cost-effective solutions that are proportionate to the scope and intended outcomes of the assignment.

Bidders are encouraged to submit proposals that reflect their recommended methodology, team composition, and level of effort required to successfully deliver the assignment. Proposals will be evaluated based on technical quality, feasibility, relevant experience, and value for money.

2. Contracting Arrangements

Questions

- Will all phases be contracted together?
- Will there be separate contracts for different phases?
- Can multiple firms be contracted separately?
- Can consortiums apply?

Response

IPPF intends to award the assignment to a single lead entity.

Bidders may apply as a consortium, partnership, or joint team where complementary expertise is required; however, a single lead organisation must be clearly identified and will serve as the contractual counterpart to IPPF and assume overall responsibility for delivery of the assignment.

IPPF will not enter into separate contracts with multiple organisations for different components of the assignment.

3. Existing Dashboard Environment

Questions

- What is the current dashboard architecture?
- Is the dashboard Azure-based?
- What technologies are currently being used?
- Is there an existing analytics platform?
- Is there a data warehouse?
- Is there an ETL process?

Response

The current IPPF Dashboard has been developed through earlier phases and operates within a Microsoft-based analytics environment.

The environment includes:

- Microsoft Azure infrastructure
- Azure Data Factory (ADF) integration processes
- Snowflake Enterprise Data Warehouse (EDW)
- Power BI reporting and analytics

The existing dashboard supports Secretariat-level reporting and analysis and serves as the foundation for this next phase of work.

4. Existing Data Sources

Questions

- Which systems are currently integrated?
- What data sources already exist?
- What institutional systems feed the dashboard?
- What programme, financial, governance, and operational systems are already connected?

Response

The current environment integrates data from multiple institutional systems, including:

- DHIS2 service delivery reporting
- NetSuite-related financial and grants datasets
- Prism Accreditation System
- Business Planning datasets
- MA Income datasets
- UNFPA Commodity datasets
- Needs and Resource Allocation datasets
- Mapping Register datasets

The consultant will be expected to review the existing environment and identify opportunities to strengthen and expand integrations where appropriate.

5. Technology Approach

Questions

- Must consultants use the existing architecture?
- Can alternative technologies be proposed?
- Can open-source solutions be proposed?
- Can hybrid solutions be proposed?
- Is IPPF open to alternative technical approaches?

Response

The intention of this consultancy is to build upon and strengthen the existing analytics environment rather than create a completely new platform.

Alternative technical approaches may be proposed where there is a clear and justified advantage; however, any significant architectural changes should be supported by a rationale addressing feasibility, cost, scalability, maintainability, and alignment with IPPF's existing systems and capacities.

6. Dashboard Objectives

Questions

- What is the primary purpose of the dashboard?
- What decisions should it support?
- What outcomes is IPPF seeking?
- What business problems is the dashboard intended to solve?

Response

The dashboard is intended to support:

- Evidence-based planning
- Performance monitoring
- Strategic decision-making
- Institutional learning
- Improved visibility and use of data across the Federation

The objective is to enable Member Associations and Collaborative Partners to access, interpret, and use relevant information in ways that are practical, intuitive, and aligned with their operational context.

7. Dashboard Use Cases

Questions

- What are the primary use cases?
- What reporting should be available?
- What workflows should be supported?
- What are the highest-priority user needs?

Response

A key objective of the needs analysis phase is to identify, validate, and prioritise use cases with stakeholders across the Federation.

Consultants are expected to propose an approach for identifying user needs, decision-making requirements, reporting priorities, dashboard functionality, and user experience considerations.

8. Relationship with Existing Secretariat Dashboard

Questions

- Will the MA-facing dashboard replace the existing dashboard?
- Will Secretariat and Affiliate dashboards coexist?

Response

The MA-facing dashboard is intended to build upon and extend the existing dashboard environment.

The existing Secretariat-facing dashboards will continue to exist. This consultancy aims to develop additional functionality and user experiences tailored to Affiliate needs.

9. Access to Existing Systems During Procurement

Questions

- Will bidders receive access to the current dashboard?
- Will architecture documentation be shared?
- Will data dictionaries be shared?
- Will API documentation be shared?
- Will technical walkthroughs be provided?

Response

Direct access to the dashboard environment, systems, and detailed technical documentation will not be provided during the initial proposal evaluation stage.

However, should the evaluation panel determine that additional information or limited access would assist in the assessment of shortlisted proposals, temporary access to selected documentation, demonstrations, or aspects of the existing environment may be provided at the discretion of IPPF and, where applicable, on an equal basis to all shortlisted bidders.

Relevant documentation, technical information, and system access required to deliver the assignment will be provided to the selected consultant following contract award and during project inception.

10. Dashboard Governance, Benchmarking and Visibility

Questions

- Will Affiliates only see their own data?
- Will benchmarking be permitted?
- Will comparative reporting be available?
- How will sensitive information be handled?
- What governance model will be used?

Response

The detailed governance model, access arrangements, benchmarking approaches, and visibility rules have not yet been determined.

A key objective of the needs analysis phase is to work with stakeholders across the Federation to define:

- Appropriate access levels
- Data sensitivity considerations
- Benchmarking approaches
- Comparative reporting arrangements
- Responsible use of Federation-wide data

Consultants are expected to propose approaches for addressing these issues as part of their methodology.

11. Consultation Methodology

Questions

- How many Member Associations should be consulted?
- Should all Affiliates be consulted?
- Is there a preferred sampling methodology?
- What consultation approach is expected?

Response

IPPF has intentionally not prescribed a fixed sample size or consultation methodology.

Bidders are expected to propose an appropriate and representative consultation approach that reflects the diversity of the Federation and enables meaningful engagement with relevant stakeholders.

The final consultation approach will be agreed during the inception phase.

12. Existing Research and Documentation

Questions

- Are there existing assessments?
- Are there existing user studies?
- Is there existing dashboard documentation?
- Are there previous analyses available?

Response

Relevant documentation, architecture information, data mappings, and prior project materials required to deliver the assignment will be shared with the selected consultant following contract award and during project inception.

13. User Base

Questions

- How many users are expected?
- How many organisations will access the dashboard?

- What is the expected scale of deployment?

Response

IPPF currently works through approximately 120 Member Associations and a broader network of Collaborative Partners, with a presence in approximately 150 countries worldwide.

The precise number of end users and user profiles that will ultimately access the dashboard has not yet been determined and will form part of the needs analysis and design process.

Consultants should therefore propose a scalable approach capable of supporting a diverse and geographically distributed user base across the Federation.

14. Languages

Questions

- Which languages must be supported?
- Is multilingual functionality required?
- Must multilingual functionality be available at launch?

Response

The dashboard is expected to support IPPF's primary working languages:

- English
- French
- Spanish
- Arabic

Multilingual functionality should be considered as part of both dashboard development and supporting documentation.

15. Translation Requirements

Questions

- Will IPPF provide translations?
- Should translation costs be included?
- Who is responsible for translation?

Response

The consultant is expected to include appropriate multilingual capacity within their proposed team and budget.

This includes the ability to support the languages specified in the Terms of Reference and manage any translation requirements necessary to deliver the assignment successfully.

16. Training and Adoption

Questions

- What training is expected?
- Will there be a Training of Trainers approach?

- What onboarding support is required?
- Will training materials be required?

Response

The consultancy includes the design and delivery of a structured training and adoption approach.

This is expected to include:

- Training of Trainers (ToT)
- Onboarding materials
- User guidance resources
- Initial onboarding sessions
- Support for dashboard adoption and use

Training materials may be hosted on platforms such as the IPPF Academy and MA Forum where appropriate.

17. Number of Trainees

Questions

- How many focal points will be trained?
- How many ToT participants should be assumed?

Response

The exact number of participants has not yet been determined and will be agreed during implementation planning.

Bidders should propose a scalable training approach that can support adoption across a geographically distributed Federation.

18. Travel Requirements

Questions

- Should travel costs be included?
- Are consultations expected to be in-person?
- Will travel be required?

Response

The assignment is expected to be delivered primarily through remote engagement.

Bidders should not assume travel as part of their proposed methodology or budget.

Should travel requirements arise, these would be discussed and agreed separately with the selected consultant following contract award and only where specifically requested and justified by IPPF.

19. Additional Technical Information

19.1 Power BI Licensing

Questions

- What Power BI licensing model is currently in use?

- Is the environment using Power BI Pro?
- Is the environment using Premium Per User?
- Is the environment using Premium Capacity?
- Is Microsoft Fabric being used?
- Should bidders assume additional licensing costs?

Response

IPPF Secretariat staff currently access the dashboard through Microsoft 365 E5 licences, which include Power BI Pro functionality.

The current dashboard environment uses Microsoft Azure and Snowflake services for data hosting, storage, and integration processes, while Power BI serves as the reporting and analytics layer.

As part of the wider rollout to Member Associations and Collaborative Partners, additional licensing requirements may need to be considered. Since the final user base and access model will be determined through the needs analysis phase, bidders are expected to propose an appropriate licensing approach based on their recommended solution and anticipated scale of deployment.

Any licensing costs associated with Affiliate access should be clearly identified within the proposal.

IPPF is not currently in a position to procure Power BI licences on behalf of Member Associations or Collaborative Partners. Bidders should therefore clearly state any licensing assumptions, dependencies, and associated costs within their proposed solution.

19.2 Authentication and Identity Management

Questions

- Is there an existing Single Sign-On (SSO) solution?
- What authentication approach is currently used?
- Is there a central identity management system?
- How are users currently provisioned and managed?
- Should consultants assume integration with an existing authentication platform?

Response

Current Secretariat users access the dashboard through Single Sign-On (SSO) using their IPPF organisational accounts.

The extension of dashboard access to Member Associations and Collaborative Partners forms part of this consultancy and represents a key design consideration, as these users are not managed within the IPPF domain.

Consultants are expected to consider and propose appropriate approaches to user authentication, access management, and governance for a distributed Federation-wide user base.

19.3 Hosting and Infrastructure

Questions

- Is the dashboard hosted within IPPF's Azure environment?
- Will the selected consultant be expected to host any component of the solution?

- Should bidders include hosting costs within their proposals?
- Are there infrastructure constraints that consultants should be aware of?

Response

The existing dashboard architecture is hosted on a combination of cloud-based services, including Microsoft Azure and Snowflake, and is built around a structured data integration and reporting framework.

IPPF is responsible for the payment of underlying cloud hosting costs. The development partner is responsible for monitoring, managing, reporting, and optimising cloud utilisation in collaboration with IPPF. Bidders should therefore not include separate cloud hosting costs.

Consultants should assume that the solution will build upon the existing cloud-based architecture.

19.4 Development and Testing Environments

Questions

- Will development environments be provided by IPPF?
- Will testing/UAT environments be provided?
- Will consultants receive access to non-production environments?
- Should bidders budget for creating development or testing environments?

Response

IPPF currently maintains the production environment for the dashboard.

Development and User Acceptance Testing (UAT) activities are currently undertaken within the development partner's environment.

Access to relevant environments required to deliver the assignment will be discussed and agreed with the selected consultant during project inception.

Bidders should not assume responsibility for establishing separate production environments.

19.5 Data Quality and Data Maturity

Questions

- Are there known data quality issues within the current environment?
- Has a data maturity assessment been conducted?
- Are there known limitations within source systems?
- Are there major data standardisation challenges that bidders should be aware of?

Response

Data quality, consistency, and user governance remain important considerations within a federated environment.

In particular, ensuring that dashboard access is limited to active and authorised users across Member Associations and Collaborative Partners will be an important aspect of the overall governance framework.

Consultants should be prepared to assess and address relevant data quality, governance, and standardisation considerations as part of the assignment.

Where detailed technical requirements remain to be defined, consultants are encouraged to clearly state any assumptions made in preparing their proposals.

Bidders should prepare proposals based on the information currently provided in the Terms of Reference and this clarification document.