

Dated: 10th June 2026

ADDENDUM NO. 1 – RESPONSES TO BIDDER QUERIES AND CLARIFICATIONS ON TOR FOR DESIGN, DEVELOPMENT, IMPLEMENTATION AND MAINTENANCE OF EXPENSE MANAGEMENT SYSTEM (EMS) OF INTERNATIONAL PLANNED PARENTHOOD FEDERATION (IPPF)

The International Planned Parenthood Federation (IPPF) has received queries and suggestions from prospective bidders in relation to the Terms of Reference (TOR) for the Design, Development, Implementation and Maintenance of the Expense Management System (EMS).

This Addendum No. 1 consolidates IPPF's responses to all queries and suggestions received in relation to the TOR. For ease of reference and to avoid repetition, similar queries and suggestions received from multiple bidders have been grouped together and addressed through a common response wherever appropriate. Accordingly, certain queries or suggestions may not appear separately in this document where they have already been addressed through a common response.

In response to requests from bidders for additional information to support solution sizing, licensing estimation and commercial proposal preparation, IPPF has also included Annexure 1 (Indicative EMS User Numbers & Geographic Coverage) and Annexure 2 (Indicative EMS Transaction Volumes). These annexures should be read together with the TOR and the clarifications contained in this Addendum.

Further, in order to provide prospective bidders with sufficient time to review the clarifications provided herein and incorporate the same into their proposals, **IPPF has decided to extend the bid submission deadline to 24th June 2026, 5:00 PM BST.** Accordingly, all subsequent procurement activities and related timelines shall stand revised and shall be communicated separately, where applicable. Bidders are advised to plan and prepare their proposals accordingly, as no further requests for extension of the bid submission deadline shall be entertained and no additional extensions shall be granted.

Except as expressly clarified, amended or supplemented through this Addendum, all terms, conditions, requirements and provisions of the TOR shall remain unchanged and continue to apply.



CONSOLIDATED RESPONSES TO BIDDER QUERIES AND SUGGESTIONS

S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
1.	Page 3	Section 1.3	Does the multilingual requirement mean the OCR AI engine must process and extract text from invoices/receipts written in Arabic script, Spanish, and French, or is the OCR engine limited to Latin characters?	As specified in the TOR, the proposed solution must support English, Arabic, Spanish, and French languages. The bidder's proposed OCR capability shall adequately support extraction of text from invoices and receipts written in Arabic, Spanish, and French languages. Furthermore, the extracted text shall be translated into English to enable standardized processing and reporting across the entire system. In addition, the solution shall provide users with the ability to review and manually edit the extracted and translated data whenever corrections are needed. Multilingual OCR, English translation, and manual data correction are standard features that are expected in proposed solutions.
2.	Page 3	Section 1.3	Do the internal installations of NetSuite and Kofax have documented, accessible web service REST/SOAP APIs open for the EMS, or will the Consultant need to establish intermediate flat-file integrations (SFTP/CSV)?	In case specific APIs are required for integration, the bidder shall identify and provide the required interface specifications during the requirements and design stage. IPPF shall facilitate discussions with the existing implementers of NetSuite and Kofax and arrange access to relevant technical details and APIs required for EMS integration, including both inbound and outbound communication interfaces.
3.	Page 3	Section 1.3	Please confirm if the Travel Management Company (TMC) integration should be developed and priced during this implementation phase, or if it will be treated as an optional future change request.	As indicated in the TOR, integration with Travel Management Systems (TMS) may be required. Such integration shall be treated as a change request and shall be finalized based on the scope identified after onboarding of the TMS vendor and assessment of integration requirements.
4.	Page 5	Section 2.3 – System Integration	Please confirm whether APIs and integration documentation for NetSuite, Kofax, Corporate Card platforms, and Power BI will be provided by IPPF.	IPPF shall facilitate access to relevant integration documentation, technical details, APIs and other information reasonably required by the selected bidder for implementation of the solution.
5.	Page 5	Section 2.3 – System Integration	Kindly specify the corporate card provider(s) currently used by IPPF.	Currently, IPPF utilizes Barclays corporate cards. However, the proposed solution should be card-provider agnostic and capable of supporting integration with other corporate card providers that may be adopted by IPPF in future. So in scope it is initially one corporate card provider only. In case other card providers also need to be onboarded it shall be covered under change request based on reasonability of efforts to be invested.



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6.	Page 5	Section 2.3 – System Integration	Will IPPF provide access to NetSuite API credentials, sandbox environment, and integration documentation during the requirement finalisation phase to facilitate integration design?	IPPF shall facilitate discussions with the existing NetSuite implementation/support provider and provide relevant integration documentation, technical details and access required for implementation, subject to applicable security and access controls. A NetSuite sandbox environment required for integration testing and validation shall be made available by IPPF.
7.	Page 5	Section 2.3 – System Integration	Please clarify the version and deployment model (cloud/on-premise) of the Kofax Vendor Management System currently in use at IPPF, and whether existing API/webhook connectors are available.	<ul style="list-style-type: none"> • Kofax Version: Kofax TotalAgility version 7.9. • Deployment Model: IPPF's Azure Private Cloud • API/Webhook Connectors: TotalAgility has a comprehensive API that can be exposed for specific processes/tasks. However, IPPF will confirm the availability of existing API/webhook connectors during the requirements and design phase. The selected bidder may need to configure or develop specific connectors based on integration requirements.
8.	Page 5	Section 2.5	Is Microsoft Entra ID (formerly Azure Active Directory) the standard identity provider for SSO integration? Can Azure Key Vault be used for centralized secret and encryption key management?	Yes, Microsoft Entra ID is the standard identity provider for SSO integration at IPPF. And yes, Azure Key Vault can be used for centralized secret and encryption key management. Both are available for the EMS solution.
9.	Page 5	Section 2.2 – EMS Solution Development and Implementation	The TOR refers to secure access through web and mobile platforms. Please clarify whether a native mobile application is mandatory, or whether a mobile-responsive web application/PWA will be acceptable.	The bidder may propose either a native mobile application or a mobile-responsive/Progressive Web Application (PWA), provided that the proposed solution fully meets the functional, usability, security and performance requirements specified in the TOR. This includes, but is not limited to, mobile-based capture and upload of receipts and supporting documents, OCR-enabled processing, expense claim creation and submission, approval workflows, multilingual support, secure authentication and access controls, and any other requirement specified in the TOR.



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10.	Page 5	Section 2.2 – OCR-enabled Processing	Please specify the expected OCR scope, including document types, supported languages, expected data fields to be extracted, minimum accuracy expectations, handling of handwritten receipts, and exception review workflow.	The proposed OCR solution should support extraction of relevant information from invoices, receipts and supporting documents and handwritten receipts associated with the business processes described in the TOR. The solution should support the languages specified in the TOR and provide high levels of extraction accuracy in line with industry standards. Regarding handwritten receipts, bidders should clearly state the expected accuracy levels and how handwritten content will be processed and validated. The proposed solution should also support appropriate validation, exception handling and review workflows. Bidders are required to clearly describe the OCR capabilities, supported document types, language support, data extraction features and accuracy levels available within their proposed solution. IPPF shall also assess the OCR capabilities, including accuracy and usability, during the Proof of Concept (PoC) stage too for the shortlisted bidders.
11.	Page 5	Section 2.3 – System Integration	Please confirm which integrations are mandatory for Phase 1 and which are expected in Phase 2: NetSuite, Kofax, corporate card platforms, Power BI, and any travel management system.	NetSuite, Kofax and Corporate Card integrations are envisaged as part of the Phase 1 implementation scope. Power BI and Travel Management System (TMS) integrations may also be required; however, such integrations shall be treated as Change Requests and shall be finalized based on the scope identified as and when required by IPPF.
12.	Page 5	Section 2.3 – NetSuite Integration	Please provide clarity on the required NetSuite integration objects and data flow, such as expense reports, vendor invoices, purchase orders, reimbursement status, payment status, GL codes, project codes, vendor master, and budget data.	Detailed integration requirements, data flows and interface specifications shall be finalized during the requirements and design phase. The selected bidder shall identify the required integration objects and interfaces, and IPPF shall facilitate discussions with the existing NetSuite implementation/support provider to provide the information required for implementation.
13.	Page 5 / Page 25	Section 2.3 and Annexure 1 – Kofax Integration	Please clarify the role of Kofax in the vendor invoice workflow and whether EMS is expected to perform OCR independently, pass invoices to Kofax, receive validated data from Kofax, or support a combined workflow.	Please refer point 6 of Annexure on page 31 of the TOR
14.	Page 5 / Page 25	Section 2.3 and Annexure 1 – Corporate Card Reconciliation	Please confirm the corporate card providers/platforms, expected transaction ingestion method, frequency of import, file/API formats, and required matching rules against Expense ID, Trip ID, and Event ID.	Please refer to the response provided for the earlier query. Further, indicative reconciliation requirements and process descriptions are broadly outlined in the Annexure to the TOR. Bidders are expected to review the requirements and propose an appropriate approach for transaction ingestion, matching, reconciliation and exception handling as part of their solution.



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15.	Page 5	Section 2.4 – Reporting and Analytics	Please confirm whether dashboards and reports are expected to be built inside EMS, through Power BI, or both. Please also provide an indicative list of standard reports and KPIs expected at Go-Live.	<p>The proposed EMS solution should provide comprehensive reporting, dashboarding and analytics capabilities as an integral part of the solution and should not require a separate reporting or business intelligence tool for meeting the standard reporting requirements. Bidders are expected to provide standard and configurable reports, dashboards and KPIs within the EMS solution. Detailed reporting requirements, dashboards and KPIs shall be finalized during the requirements and design phase.</p> <p>As indicated in the response to the earlier query, IPPF already utilizes Power BI. In case advanced analytics, visualization or reporting requirements arise in future, integration of the EMS solution with Power BI may be undertaken as and when required by IPPF and shall be treated as a Change Request.</p>
16.	Page 5-6	Section 2 – Background & Objectives	Is IPPF expecting an off-the-shelf EMS product (e.g., SAP Concur, Coupa, Zoho Expense) configured to requirements, or a custom-developed solution? If off-the-shelf, has the product been pre-selected, or is product selection/recommendation part of the bidder's scope?	<p>IPPF is open to either a Commercial-Off-The-Shelf (COTS) Expense Management System or a custom-developed solution, provided that the proposed solution meets the functional, technical, security, integration and other requirements specified in the TOR.</p> <p>IPPF has not pre-selected any specific EMS product or platform. Bidders are required to identify and propose, as part of their bid, the solution that they consider best suited to meet the requirements of IPPF while providing an appropriate balance of functionality, usability, scalability and overall value.</p>
17.	Page 6	Section 2 – About IPPF (150 countries, 120 MAs)	User Base: Please share the total number of expected EMS users split by (a) IPPF Secretariat employees, (b) Member Association employees who travel/submit claims, and (c) approvers/finance users. Will all 120 MAs be enrolled, or only a subset?	Please refer Annexure of this document
18.	Page 6	Section 2 – Background	Centralisation: Are Accounts Payable and expense management currently centralised? If a Shared Services / BPO is involved, please share its geographic scope. Is any change in operating model anticipated during implementation?	Accounts Payable and Expense Management are currently centralized at the IPPF SARO Hub office. No Shared Service Company or BPO is involved. IPPF does not anticipate any change to this operating model during or after implementation of EMS.
19.	Page 6	Section 2.6 – Phased Implementation	Please specify the estimated number of offices, regions, and users that will participate in the pilot phase.	As indicated in the TOR, the EMS implementation shall be undertaken in a phased manner, commencing with a pilot implementation covering at least two offices/regions, followed by broader rollout. The specific offices, regions and user groups to be included in the pilot phase shall be finalized on commencement of the project.



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20.	Page 6	Section 2.7 – Training	Please confirm whether IPPF's Moodle LMS instance is cloud-hosted or self-hosted, and whether SCORM-compliant training packages will be acceptable for Moodle integration.	Yes, IPPF currently uses Moodle LMS for e-learning management. It is hosted on the IPPF Learning Academy platform, which is based on Microsoft Azure cloud. SCORM-compliant training packages are acceptable and can be integrated with Moodle.
21.	Page 6	Sections 2.7 & 2.8	Is the Consultant's role for training restricted to providing SCORM-compliant media files, or are we required to actively configure and manage paths inside IPPF's Moodle instance? Additionally, what is the total required calendar duration (e.g., 12 or 24 months) for the Post-Implementation Support phase?	<p>The Consultant's training responsibilities extend beyond the provision of SCORM-compliant media files. The Consultant shall support the setup of the training environment, configuration of e-learning courses, and delivery of user training, including comprehensive navigation and walkthroughs of the configured EMS solution.</p> <p>Training sessions must be scheduled and conducted in alignment with the relevant user time zones. Following the initial setup and deployment of the courses, IPPF will assume responsibility for the ongoing administration and management of content within its Moodle environment.</p> <p>The required Post-Implementation Support period for both the phases is well articulated in the TOR.</p>



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22.	Page 6-7	Section 3 – Scope of Work	<p>Deployment Architecture: Is the preference a single global instance of the EMS, or separate regional/local instances? Please confirm if hosting must be on IPPF's existing Microsoft Azure tenant or if vendor-hosted SaaS is acceptable.</p>	<p>A single global instance is the preferred approach for IPPF. This approach is preferred because:</p> <ul style="list-style-type: none"> • It enables standardized processes across all regions and offices. • It provides consolidated real-time reporting, analytics and management oversight across the organization. • It reduces overall maintenance, licensing, support and infrastructure costs. • It simplifies financial management, intercompany transactions and financial close processes. <p>However, IPPF will consider multiple instances only where specific legal, regulatory, data residency, data protection or information security requirements necessitate segregation of data or environments. Any such requirements and the corresponding deployment approach shall be finalized during the requirements gathering and solution design phase. With respect to hosting, IPPF's preferred deployment model is hosting the EMS within its existing Microsoft Azure environment. This approach enables IPPF to leverage its established security, governance, monitoring and access control frameworks, while also optimizing infrastructure and operational costs through existing contractual arrangements. In addition, hosting within IPPF's Azure environment is expected to facilitate integration with existing enterprise systems, including NetSuite, Kofax and other systems referenced in the TOR.</p> <p>Bidders may, however, propose alternative hosting approaches, including vendor-hosted SaaS solutions, provided that such solutions fully comply with the requirements specified in the TOR and associated clarifications relating to security, privacy, auditability, business continuity, integration and operational control.</p>



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23.	Page 6-7	Section 3 – Scope of Work	Process Transformation: Is the engagement limited to EMS implementation, or is process re-engineering / target operating model design also expected (e.g., setting up a Shared Service Centre)?	<p>As per the scope specified in the TOR, this engagement is limited to the design, development, implementation and maintenance of the Expense Management System (EMS). The selected bidder shall undertake requirements gathering, solution design, configuration/customization and implementation of the EMS based on the processes, workflows and business requirements discussed and finalized with IPPF during the requirements and design stage.</p> <p>However, bidders are encouraged to suggest innovative approaches, process improvements and industry best practices which, in their opinion, may provide demonstrable benefits to IPPF. IPPF shall evaluate such suggestions and decide, at its sole discretion, whether and how such recommendations should be taken forward as part of the implementation or otherwise.</p>
24.	Page 6-7	Section 2.7 – Training	Please confirm the expected number of training sessions and estimated number of participants per session.	As specified in the TOR, the Consultant shall conduct online training sessions for both the pilot implementation phase and subsequent rollout phases. For estimation purposes, bidders may assume a minimum of one (1) administrator/power-user training batch per phase with a maximum batch size of ten (10) participants and six (6) end-user training sessions per phase with a maximum batch size of fifteen (15) participants per session. All trainings shall be conducted online. The final training plan, number of sessions, batch sizes and participant groups shall be finalized during the requirements gathering and implementation planning stage.
25.	Page 7	Section 3 – Scope of Work	Corporate Card Programme: Please share the card providers in use, number of cards, and whether a single global feed or multiple regional feeds will be integrated.	Currently, IPPF utilizes Barclays Corporate Cards. Approximately 95 corporate cards are active of which 82 are issued at the London Office and 13 at Secretariates/Regional Offices. Transaction data is currently received through a single global feed. However, the proposed solution should be card-provider agnostic and capable of supporting integration with other corporate card providers that may be adopted by IPPF in future. Integration with additional card providers, if required, shall be addressed through the applicable change management process.



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26.	Page 7	Section 2.10	Will IPPF directly bear all the ongoing Azure subscription resource and usage consumption costs (compute, database storage, API gateways), or must the bidder bundle Azure infrastructure hosting fees into the financial proposal?	EMS solution shall be deployed on IPPF's Microsoft Azure environment. The selected bidder shall specify the infrastructure, environment and resource requirements necessary for deployment and operation of the proposed solution. IPPF shall provision and manage the required Azure infrastructure and associated services. Accordingly, Azure infrastructure hosting and consumption costs need not be included by the bidder in their financial proposal.
27.	Page 7	Section 2.10	Does IPPF have automated CI/CD deployment pipelines (e.g., Azure DevOps, GitHub Actions) ready for the Consultant's use, or is the configuration of these pipelines part of the Consultant's deployment scope?	<p>As per the TOR, the Consultant shall undertake all solution configuration, customization, and development activities within its own development environment, while the Testing/UAT and Production environments will be provisioned by IPPF.</p> <p>Accordingly, the design, configuration, and implementation of the deployment pipelines required to promote code and configurations from Development to Testing/UAT and Production shall be considered part of the Consultant's scope of work.</p> <p>IPPF will confirm the availability and suitability of any existing CI/CD infrastructure during the requirements gathering and solution design phase. Where suitable pipelines already exist, the Consultant shall align with and utilize IPPF's approved deployment framework.</p>
28.	Page 7	Section 2.10	Will IPPF provide the Azure backup infrastructure accounts (e.g., Geo-Redundant Storage), and what are IPPF's target Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO)?	Detailed infrastructure, backup, disaster recovery, business continuity and environment requirements shall be finalized during the requirements and design stage. Bidders should propose appropriate backup, recovery and resilience mechanisms as part of their solution in line with industry best practices.
29.	Page 7	Section 2.10	Does IPPF require a custom database archival application layer, or can the system utilize native Azure storage lifecycle policies (e.g., shifting data automatically to Azure Blob Archive Tier)?	The bidder may propose an appropriate archival and retention approach as part of the proposed solution. The solution may leverage native Azure archival and lifecycle management capabilities or any other suitable mechanism. However, archived records and supporting documents should remain accessible through the EMS, either directly, through appropriate references/links, or through a hybrid approach, in accordance with applicable retention, audit, compliance and business requirements. Detailed archival, retention and retrieval requirements shall be finalized during the requirements and design stage.



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30.	Page 7	Section 2.10	Does IPPF feature an established global networking load balancer layer (e.g., Azure Front Door / Azure Application Gateway with Web Application Firewall) that the system will sit behind, or must the application handle web traffic distribution independently?	The bidder shall specify the infrastructure, networking, security and related requirements associated with the proposed solution, including any requirements relating to load balancing, traffic management, web application firewalls, network security and similar services, along with a clear rationale for each requirement. Where required for deployment of the proposed solution, IPPF shall provision the necessary infrastructure and services within its Microsoft Azure environment
31.	Page 8	Section 2.10 – Azure Deployment	The TOR states that the EMS solution shall be deployed on IPPF’s Microsoft Azure environment. Please confirm whether COTS/SaaS solutions hosted on the vendor’s cloud are acceptable, or whether all application, database, and document storage components must be deployed within IPPF-managed Azure.	<p>IPPF prefers that all application, database, and document storage components be deployed within the IPPF-managed Microsoft Azure environment. However, vendor-hosted COTS/SaaS solutions may also be considered acceptable, provided they fully meet the following mandatory requirements:</p> <ul style="list-style-type: none"> • Data Sovereignty: Full compliance with international data residency and privacy regulations. • Verifiable Isolation: Ability to provide verifiable isolation of IPPF's data from other tenants. • Security & Auditability: Complete auditability of all infrastructure layers, including security controls and access logs. • Operational Control: Guaranteed business continuity without dependency on the vendor's operational status or unilateral policies. • Integration: Tight integration with existing NetSuite and Kofax instances within IPPF's secure network boundary. <p>Any vendor-hosted SaaS solution that does not satisfy all of the above conditions will not be acceptable. The final decision will be made during the requirements and design phase based on the proposed solution's ability to meet these requirements.</p>
32.	Page 8	Section 4 – About the Bidder / Eligibility	Contracting Model: Will IPPF accept contracting with their India entity and bidder's India entity?	Yes, IPPF is flexible and open to contracting with either its UK-based entity or its India-based entity.
33.	Page 8	Section 2.9 – Knowledge Transfer	For the bespoke customisations developed on top of the Odoo COTS platform, please confirm whether IPPF requires full source code ownership and handover at contract close, or whether licensing and support continuity via the implementation partner is acceptable.	IPPF requires full ownership and handover of the source code for all customizations, developments and other deliverables specifically developed for IPPF under this assignment. Details relating to support continuity and applicable provisions shall be decided and finalized once that stage is reached.



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34.	Page 10	Section 5 – Engagement	Onsite Requirements: TOR indicates a primarily virtual engagement with travel for one person if required. Please confirm any mandatory onsite presence (kick-off, UAT, go-live) and the location(s).	There is no mandatory onsite presence envisaged under this assignment. The engagement is expected to be delivered primarily through virtual mode. Where travel is specifically required and approved in advance by IPPF, reimbursement shall be as specified in the TOR.
35.	Page 11	Section 4 – Consultant Qualification	Will experience in ERP, workflow automation, and expense management modules be considered equivalent to dedicated EMS implementations?	No specific prior experience in Expense Management Systems (EMS) is required. Bidders should refer to and comply with the qualification and experience requirements specified in the TOR.
36.	Page 11	Section 4 – Consultant Desired Qualification	If referenced client assignments are subject to NDAs, will anonymised case study submissions (with client details available on request post-shortlisting) be acceptable in lieu of named client citations?	No. Bidders are expected to provide the information and references required under the TOR. There is adequate time available prior to bid submission for bidders to obtain the necessary permissions, references and supporting information from their clients. However, where a bidder reasonably requires support from IPPF, such as a communication to a specific client or other reasonable facilitation for evaluation purposes, IPPF may consider providing such support on a case-by-case basis.
37.	Page 11	Section 4 – Consultant Desired Qualification	We propose Odoo 19 Enterprise Edition as the COTS platform for EMS. Odoo is an internationally recognised ERP and expense management platform. Please confirm whether a globally deployed COTS ERP platform with native expense management modules qualifies under the requirement for "enterprise expense management systems of comparable complexity and scale.	Bidders may propose any solution that meets the functional, technical, security, integration and other requirements specified in the TOR. The suitability of the proposed solution shall be evaluated by IPPF as part of the evaluation process.
38.	Page 11-12	Section 6 – Deliverables	Licensing: Will EMS product subscription/licence costs be procured directly by IPPF or are they to be included in the bidder's commercial proposal? Please clarify treatment in the financial bid.	The proposed solution and associated licensing/subscription costs should be clearly identified and included in the bidder's financial proposal. While the licensing/subscription may ultimately be procured directly by IPPF from the OEM or authorized provider, bidders are required to include the applicable costs and clearly indicate the proposed licensing model, quantities, assumptions and payment arrangements in their financial proposal. Additionally, as IPPF is a well-renowned and reputed NGO, most OEMs/solution providers provide special NGO discounts. Therefore, bidders are requested to clearly highlight the percentage of NGO discount if available and offered in their proposal. To avail this discount, IPPF will provide all necessary supporting documentation.



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39.	Page 11-12	Section 5 – Duration of Consultancy	Please clarify whether post-implementation support beyond 18 months will be considered under a separate AMC/support contract.	Any support requirements beyond the period specified in the TOR, if required, shall be considered separately by IPPF at the relevant time.
40.	Page 12-13	Section 7 – Payment Terms (F3 & F4 – Post-Implementation Support)	Support Model: Please confirm duration of post-implementation support (pilot & full rollout), expected SLAs, support coverage hours/time zones, and whether L1/L2/L3 split is expected.	<p>Post-Implementation Support requirements for both implementation phases are articulated in the TOR.</p> <p>Indicative Service Levels:</p> <ul style="list-style-type: none"> • Critical Issues: Response within 4 hours; Resolution or workaround within 24 hours. • Major Issues: Response within 8 hours; Resolution within 48 hours. • Minor Issues: Response within 24 hours; Resolution within 5 business days. <p>Support Coverage: Monday to Friday, 9:00 AM to 5:00 PM GMT.</p> <p>Support Structure: The support model shall include:</p> <ul style="list-style-type: none"> • L1: Helpdesk / User Support • L2: Technical and Application Support • L3: Product Development / Engineering Support <p>Detailed SLA definitions, issue severity classifications, support procedures, escalation mechanisms and support matrix shall be finalized during the requirements gathering and solution design phase.</p> <p>IPPF shall provide the ticketing solution/tool for incident logging, tracking and management.</p>
41.	Page 12	Section 7 – Timelines	The TOR states clarification queries are due by 3rd June 2026. Today is 3rd June 2026. Please confirm if there is any extension to the clarification deadline, or whether queries submitted on 3rd June EOD BST will be accepted.	No further queries shall be entertained.
42.	Page 13	Section 8 – Payment Terms	All payments are stated to be in USD. Please confirm whether IPPF will bear any foreign exchange conversion charges for payments made to Indian-registered vendors, or whether the bidder must absorb forex risk.	The bidder shall appropriately consider and absorb any foreign exchange risks and related pricing assumptions while preparing their financial proposal.
43.	Pages 15, 17	Sections 10 & 11	Will the Stage 2 evaluation rely on a standardized generic product demonstration, or will shortlisted bidders receive specific IPPF test scenarios to build out in a tailored live prototype sandbox?	As mentioned in the TOR, shortlisted bidders shall be required to demonstrate their proposed solution against specific use cases and scenarios to be shared by IPPF with the shortlisted bidders at the relevant stage as mentioned in the TOR.



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44.	Page 18	Section 12 – Financial Bid Format (Format B)	Odoo 19 EE follows a per-user annual subscription model. Please confirm whether the license cost should be quoted based on the indicative user count provided in Annexure 2 (373 users across all offices), and whether Phase 1 license procurement should cover pilot offices only or all 373 users from the outset.	Please refer to the indicative user numbers specified in the Annexure to this document for estimation purposes. Since the financial format also requires unit pricing, payments shall be made based on the actual number of users applicable for the respective phase of implementation, which shall be finalized and communicated by IPPF during the course of the project.
45.	Page 18	Section 12	Which regional office or legal entity will be the contracting counterparty for invoice processing? This is required to determine applicable withholding tax (WHT) and Double Taxation Avoidance Agreements (DTAA).	The contracting party is IPPF London Office. However, IPPF is flexible to contract with either its UK office or its India entity, as mentioned in earlier responses. The final contracting party for invoice processing will be decided based on mutual agreement and tax considerations (WHT and DTAA).
46.	Page 24–25	Annexure 1 – Vendor Invoices and PO Creation	Please clarify whether EMS is expected to create purchase orders directly in NetSuite, only prepare validated invoice data for NetSuite, or trigger a workflow through Kofax/NetSuite for PO creation and payment processing.	Purchase Orders (POs) are created in NetSuite. The EMS solution shall provide the required data to NetSuite in accordance with the respective business processes and integration requirements described in Annexure 1 of the TOR.
47.	Page 25-26	Annexure 1 – Employee Travel Expenses	Please clarify whether NetSuite currently contains travel request/requisition workflows that need integration with EMS.	For certain regions, NetSuite is currently being used for travel requisition processes. The EMS solution shall maintain and support the relevant travel requisition references to link expense claims to the corresponding requisition and update claim status. Detailed integration requirements shall be finalized during the requirements and design stage.



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48.	Page 26-27	Annexure 1 – Multi-Currency Expense Capture	Please clarify the source of exchange rates, frequency of update, treatment of historical rates, rounding rules, and whether users can override exchange rates with justification.	<p>The proposed solution shall support multi-currency expense processing. IPPF currently uses XE as the source of exchange rates. Exchange rates shall be updated monthly in the NetSuite Exchange Rate Master, which also maintains historical exchange rate records for audit and reporting purposes.</p> <p>Standard currency-specific rounding rules shall apply, including two decimal places for most currencies. The system may support up to eight decimal places for internal calculation accuracy, but displayed and reported values shall follow currency-specific standards.</p> <p>Exchange rate overrides shall be permitted only in exceptional circumstances, such as significant currency fluctuations within a reporting period. In such cases, IPPF may update the NetSuite Exchange Rate Master with the applicable daily exchange rate from XE, subject to appropriate business justification and approval. All overrides shall be fully auditable, capturing the user ID, timestamp, original rate, revised rate, approval details, and reason for the override.</p> <p>Detailed business rules, approval workflows, exchange rate management procedures, and operational requirements will be finalized during the requirements gathering and solution design phase.</p>
49.	Page 28	Annexure 1 – Event Participant Expenses	Please clarify the required access mechanism for external participants, including authentication method, link expiry, data privacy controls, support process, and whether banking/payment details must be captured in EMS.	The bidder shall propose an appropriate approach and mechanism for external participant access, authentication, information capture, supporting document submission, security, privacy and related requirements in accordance with the requirements specified in the TOR. Detailed requirements shall be finalized during the requirements and design stage.
50.	Pages 29, 32, 33	Annexure 1 (Processes 4, 7 & 8)	Please clarify if line-item level OCR data extraction is mandatory for high-volume vendor invoices, or if header-level extraction (e.g., Vendor Name, Date, Invoice No., Total) is sufficient for initial validation.	The proposed OCR solution should support extraction of all relevant information required for the applicable business processes, including header information, transaction-level details, line-item details and any other data elements required under the respective process. Bidders should clearly describe the OCR capabilities, supported extraction features and associated accuracy levels as part of their proposal. IPPF shall evaluate the proposed OCR capabilities during the Proof of Concept (PoC) stage too.



S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
51.	Page 33	Annexure 1 (Process 8)	Is a dedicated, public-facing External Vendor Portal within the scope of this project, or should vendor intake rely on email-to-invoice ingestion and internal user uploads?	The EMS solution is expected to support multiple channels for vendor invoice intake, including email ingestion and internal user uploads, to meet the business needs provided in the TOR. A dedicated, public-facing external vendor portal is not mandated as a core requirement for the base scope, unless specifically required to meet high-volume, complex vendor collaboration needs identified during the design phase. Such a portal would typically be considered an enhancement or change request post-implementation.
52.	Page 35	Annexure 2 – Indicative Users and Transaction Volumes	The Annexure lists ~10,596 Expense Reports/POs per year. Please confirm whether this volume includes all 8 process types (employee travel, non-travel, event participant, event vendor invoices, corporate card, contract vendor invoices, TSP/TMC invoices, non-contract operational invoices) or a subset.	Yes
53.	Annexure 1	Indicative EMS Processes – Expenses & Vendor Invoices	Transaction Volumes: Please share annual volumes for (i) employee expense claims, (ii) vendor invoices processed via Kofax, (iii) non-contract / out-of-Kofax invoices, and (iv) corporate card transactions.	Please refer Annexure of this document
54.	Annexure 1	Indicative EMS Processes	Process Standardisation: Are expense and vendor invoice processes globally standardised, or do country/regional variations exist (approval limits, tax treatment, reimbursement rules)? Will harmonisation be part of scope?	Expense management and vendor invoice processing are largely standardized across IPPF globally. However, certain regional variations may be required to address local regulatory and business requirements, such as approval thresholds (as per IPPF's delegation of authority matrix for each region), tax treatments (e.g., GST in India, VAT in the UK), Wherever feasible, processes will be harmonized to promote consistency and operational efficiency. Any necessary regional variations will be identified, documented, and formally approved during the requirements and solution design phase.
55.	Annexure 1	Reference Documents	Will current SOPs, expense policies, DoA matrices, chart of accounts and process documents be shared at project kick-off to support the design phase?	Yes.
56.	Annexure 2	Functional Requirements	Data Migration: Is migration of historical expense/invoice data in scope? If yes, please indicate volume, source systems, and number of years of history to be migrated.	No.
57.	Multiple Pages	Annexure 1 – OCR Requirements	Is there any preferred OCR engine/technology, or can bidders propose their own OCR solution?	Bidders may propose their own OCR solution, provided it meets the requirements specified in the TOR.
58.	Not Specified	Technology Stack – Front-End Technology	Please confirm whether there is any preferred front-end technology/framework (e.g., React, Angular, Vue.js) that bidders are required to use, or if bidders may propose their own technology stack.	Bidders may propose any technology stack, framework or platform that supports the proposed solution, provided it meets the functional, technical, security, integration and other requirements specified in the TOR.



S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
59.	Not Specified	Technology Stack – Back-End Technology	Please clarify whether IPPF has any preferred back-end technology, programming language, database, or framework requirements for the proposed solution.	Bidders may propose any technology stack, framework or platform that supports the proposed solution, provided it meets the functional, technical, security, integration and other requirements specified in the TOR.
60.	NA	Eligibility to Bid	As an Indian registered entity, can we bid for this TOR?	Yes.
61.	Not Provided	Not Provided	Will Development, UAT and Production environments be provisioned by IPPF? Will the selected vendor have administrative access? Does IPPF have any preferred technology stack or architecture standards?	<p>As mentioned in the TOR, the proposed solution should support separate Development, Testing/UAT, and Production environments with appropriate access and deployment controls. The Consultant shall undertake solution configuration, customization and development activities within its own development environment, while the Testing/UAT and Production environments will be provisioned by IPPF.</p> <p>The selected bidder will be provided with appropriate access to the Testing/UAT and Production environments as required for implementation, deployment, support and maintenance activities, subject to IPPF's information security policies, access control requirements and approval procedures. The specific level of administrative and operational access will be finalized during the requirements and solution design phase.</p> <p>IPPF does not mandate any specific technology stack, programming language, database platform or application architecture. Bidders may propose any suitable technology stack, framework, platform and architecture that best supports the proposed solution, provided it meets all functional, technical, security, integration, scalability, performance and support requirements specified in the TOR and is compatible with the proposed deployment approach.</p>
62.	Not Provided	Not Provided	Is right-to-left (RTL) interface support required for Arabic?	Yes, RTL support is required. All labels, menus, and UI elements must be in Arabic. Data entry fields (amounts, dates, numerical values, short descriptions) shall remain in English, as data will integrate with NetSuite which supports only English characters.
63.	Not Provided	Not Provided	Does IPPF have a preferred OCR platform or service that should be utilized, or should bidders propose their own OCR solution?	Bidders may propose their own OCR solution, provided it meets the requirements specified in the TOR.



S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
64.	Not Provided	Not Provided	Does IPPF have any specific security standards, penetration testing requirements, or certification expectations (e.g., ISO 27001, SOC 2) for the proposed solution?	<p>Yes, IPPF follows UK GDPR. The proposed solution must support data privacy, security controls, and risk assessments.</p> <p>Penetration testing requirements will be discussed and finalized during the requirements and solution design phase.</p> <p>ISO 27001 and SOC 2 are not mandatory, but the proposed solution must meet leading security standards. A Data Processing Agreement (DPA) is required.</p>
65.	Not Provided	Not Provided	Are there any budgetary ceilings or target commercial ranges that bidders should be aware of when preparing the proposal?	No budgetary ceiling or target commercial range is being disclosed. Bidders should submit their most competitive proposal in accordance with the requirements specified in the TOR.
66.	Not Provided	Not Provided	Are there any anticipated volume increase/decrease projections over the next 3-5 years?	The total number of transactions has been provided in the Annexure of this document based on 2025 data. Over the next 3-5 years, a total increase of 5-6% in transaction volume is expected. This growth is attributed to IPPF's gradual shift to digital solutions, increased processing through IT systems, and an increase in employee count. These projections are indicative only.
67.	Not Provided	Not Provided	Are transaction feeds available via API or file import?	Yes, both API and file import options will be supported for all required source systems, including but not limited to NetSuite, Kofax, and corporate card/bank providers. The final integration approach will be confirmed during the requirements and design phase.
68.	Not Provided	Not Provided	What is the expected reconciliation workflow for unmatched transactions?	Unmatched transactions go to an exception queue. Finance users can manually match, create a new claim, or mark as unresolved with a reason. Escalation to finance admin if unresolved beyond defined period. Full audit trail maintained. Detailed rules to be finalized during design phase.
69.	Not Provided	Not Provided	How are travel approvals currently managed?	Travel approvals are currently managed through emails and in some places in other systems but large it is through emails
70.	Not Provided	Not Provided	What proportion of travel is booked centrally versus locally?	Travel is primarily booked locally by each office using their own engaged Travel Management Company (TMC) or online booking portal. Centralized booking is not the standard practice across IPPF.



S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
71.	Not Provided	Not Provided	Are approval hierarchies currently maintained in NetSuite, Active Directory, HR systems or spreadsheets?	NetSuite contains approval hierarchies for financial transactions. Active Directory is used only for authentication and SSO. The HR system is used only for employee details and payroll computation. For the EMS, approval workflows will either be defined within the EMS itself, or the Consultant will advise on the optimal location for designing/configuring the approval hierarchy to ensure effective utilization. This will be finalized during the requirements and design phase.
72.	Not Provided	Not Provided	Are approvals based on: <ul style="list-style-type: none"> • Budget holder • Cost centre • Project • Grant • Spend thresholds 	Yes, budget holder, cost centre, project, grant, and spend thresholds are key dimensions that play an important role in expense approval. The proposed EMS solution must support approval workflows based on all these factors. Detailed approval rules and workflows will be finalized during the requirements and design phase.
73.	Not Provided	Not Provided	Is delegation of authority required?	Yes
74.	Not Provided	Not Provided	Are parallel approvals required?	Yes, parallel approvals are required for certain scenarios such as high-risk travel (Safety Director + Line Manager in some cases DG's Approval based on risk category), cross-department expenses, and grant-funded projects. EMS must support both sequential and parallel approval workflows. Detailed rules to be finalized during design phase.
75.	Not Provided	Not Provided	Is real-time budget validation required?	Yes, real-time budget validation is required in the proposed EMS. IPPF currently uses the Vena budgeting and planning system for detailed budget preparation. The proposed EMS will integrate with Vena to receive quarterly budgets. At the time of expense submission, the proposed EMS will check each expense against the detailed budget. <ul style="list-style-type: none"> • If the expense is within the available budget: Allowed. • If the expense exceeds the available budget: EMS will flag it. A proper justification will be required. The budget holder can override the flag, and an audit trail will be maintained. The details for the same will be discussed and finalized during the requirements and design phase.
76.	Not Provided	Not Provided	What systems currently hold approved budgets?	Approved budgets are currently maintained in NetSuite, which is IPPF's accounting system.
77.	Not Provided	Not Provided	How frequently are budgets updated?	Budgets in NetSuite are typically updated annually as part of the yearly planning cycle. However, budget revisions or adjustments may also occur quarterly.



S.No.	Page No. of TOR	Reference Clause	Query / Suggestion of the Bidder	IPPF Response
78.	Not Provided	Not Provided	What percentage of invoices and receipts are expected to be: <ul style="list-style-type: none"> • PDF • Image • Email body • Mobile capture 	Exact percentages are not available. However, the proposed EMS must support all formats, including PDF, images, email body, and mobile capture. The detailed format mix will be assessed during the requirements and design phase.
79.	Not Provided	Not Provided	Are there specific countries or languages beyond English, French, Spanish and Arabic that should be supported for OCR?	No. The four languages specified in the TOR (English, French, Spanish, and Arabic) are the only mandatory languages for OCR support. However, the proposed EMS solution should be designed with the ability to translate any language into English for standardized processing and reporting.
80.	Not Provided	Not Provided	Are there predefined KPI requirements?	The proposed EMS solution should provide comprehensive reporting, dashboarding and analytics capabilities as an integral part of the solution. While IPPF has not defined a final list of KPIs at this stage, bidders should provide standard expense management, travel management, invoice processing, approval workflow, compliance and financial control KPIs as part of their proposed solution. Detailed KPI requirements, reporting needs and dashboard specifications shall be finalized during the requirements gathering and solution design phase.
81.	Not Provided	Not Provided	Are there any countries with significant local compliance requirements?	IPPF operates across multiple countries and regions, each of which may be subject to specific local statutory, tax, financial, data protection, regulatory and operational requirements. While certain country-specific compliance requirements are already known, a detailed compliance assessment and requirements matrix covering the relevant countries and regions shall be finalized by the bidder in discussions with IPPF, during the requirements gathering and solution design phase. Bidders should ensure that the proposed solution is sufficiently flexible and configurable to accommodate country-specific compliance, approval, taxation and reporting requirements where required.

ANNEXURES

The following annexures are issued as part of this Addendum to provide additional information requested by prospective bidders. Bidders are advised to refer to the annexures provided below in conjunction with the TOR and the responses contained in this Addendum. In the event of any inconsistency between the indicative user and transaction volume information contained in the TOR and the annexures issued under this Addendum, the information provided in the annexures to this Addendum shall prevail.

ANNEXURE 1: INDICATIVE EMS USER NUMBERS & GEOGRAPHIC COVERAGE

This annexure provides indicative information on the geographic coverage and user population envisaged 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, licensing models, implementation effort and support requirements are dependent upon the number and distribution of users.

The figures provided below are indicative estimates for proposal preparation purposes only and may vary during the course of implementation, rollout planning and system operation. Bidders are expected to consider the information provided herein together with the requirements specified in the TOR and associated clarifications while preparing their proposals.

S.No.	User Category	Number of Users
A	IPPF Employees	
A.1.	Primary Offices	
1	London Office (United Kingdom)	89
2	European Network – Brussels (Belgium)	28
3	Africa Regional Office – Nairobi (Kenya)	83
4	Africa Sub-Regional Office – Cotonou (Benin)	Included above under Kenya
5	Arab World Regional Office – Tunis (Tunisia)	17
6	Americas and Caribbean Regional Office – Mexico	25
7	East and South East Asia and Oceania Regional Office – Kuala Lumpur (Malaysia)	41
8	Sub-Regional Office for the Pacific – Suva (Fiji)	21
9	South Asia Regional Office – New Delhi (India)	43
10	Washington DC Office	14

S.No.	User Category	Number of Users
A.2.	Satellite Offices	
11	Perth (Australia)	2
12	Germany	1
13	France Office	2
14	Geneva Office	5
15	Italy Office	1
16	Netherlands Office	1
B	Member Associations & External Participants	
B.1.	Member Association Employees (Travel/Expense Claim Submitters)	200
B.2.	External Experts / Participants	100

Notes

- The above figures are indicative only and are provided solely for proposal preparation, sizing and licensing estimation purposes. Actual user numbers and rollout coverage may vary during implementation based on business requirements, deployment decisions and implementation planning.
- For licensing, sizing and proposal estimation purposes, bidders should use the user population figures provided in this Annexure. The Pilot Phase is expected to cover a limited number of offices/regions, while the subsequent rollout phase shall cover the remaining offices/regions within the implementation scope. Actual rollout coverage, user populations and licenses to be deployed during each implementation phase shall be finalized and communicated by IPPF during project execution.
- Indicative role-wise user distribution for estimation purposes is as follows: **Approvers / Budget Holders (77 in number), Finance Users (2 in number) and System Administrators (4 in number).**
- Member Association Employees, External Experts / Participants and any other external users may access the EMS only for the business processes applicable to them. Actual user volumes, participation levels and access requirements may vary during implementation based on business needs, event activity and rollout decisions.

ANNEXURE 2: INDICATIVE EMS TRANSACTION VOLUMES

This annexure provides transaction volumes for key business processes proposed to be managed through the Expense Management System (EMS). The transaction volumes presented herein are based on actual operational data for **Financial Year (FY) 2025** and are provided to assist bidders in solution sizing, licensing, infrastructure planning and commercial estimation. While the figures reflect actual transaction volumes recorded during FY2025, future transaction volumes may vary due to changes in business activity, organizational requirements, operational processes and system adoption.

S. No.	Transaction Category	Indicative Transaction Volumes
1	Employee Travel Expense Claims	1664
2	Employee Non-Travel Expense Claims	1792
3	Member Association Employees Expense Claims	255
4	External Experts / Participants Expense Claims	
5	Contract related vendor invoices (processed in Kofax / Vendor Management System)	2021
6	Non-Contract related vendor invoices (not processed in Kofax / Vendor Management System)	3637
7	TSP / TMC Invoices	1292
8	Corporate Card Statements	1140 (95 cards *12 statements annually for each)

Note:

- The above figures are indicative estimates based on available operational information for FY 2025 and are provided solely for proposal preparation, sizing and licensing estimation purposes. Actual transaction volumes may vary during implementation and operation of the EMS due to changes in business activity, organizational structure, travel patterns, events, vendor engagement and operational requirements. Bidders shall ensure that the proposed solution is capable of scaling to accommodate reasonable increases in transaction volumes during the contract period without material degradation in performance.
- At present, expense claims relating to Member Association (MA) employees and External Experts/Participants are generally submitted through the respective MA offices to concerned regional or designated offices of IPPF. Upon implementation of the EMS, a temporary, controlled and role-based access shall be provided to the Member Association employees and External Experts/Participants, as applicable, for the direct submission of expense claims. The scope, duration and access rights for such users shall be finalized during the implementation phase based on business requirements and governance considerations.