



International Planned Parenthood Federation

Terms of Reference for
People Policy Harmonisation and Staff Handbook Programme.

August 2025

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1. Background and Organisational Context

The International Planned Parenthood Federation (IPPF) is one of the world's largest and most influential sexual and reproductive health and rights (SRHR) organisations, operating through a federated model comprising a Global Secretariat and a network of Member Associations and Collaborative partners worldwide. The Global Secretariat maintains offices across eleven locations:

Office	Region / Function	Subsidiary/ Branch/ Sub-office	Notes
London, United Kingdom	London office	Primary Legal entity	Primary legal entity;
USA (office in New York)	Fund Raising/ UN Liaison work	Subsidiary of UK entity (Washington DC)	US-registered entity
Kuala Lumpur, Malaysia	ESEAOR Region	Branch	Regional office
Suva, Fiji	ESEAOR sub-regional office	Sub-office of KL	Regional office
New Delhi, India	SARO Region / GCC	Branch	Regional office and Global Competency Centre
Tunis, Tunisia	AWRO Region	Branch	Regional Office
Brussels, Belgium	EN Region	Subsidiary of UK entity	Regional Office
Mexico City, Mexico	Americas and the Caribbean Region	Branch	Regional Office
Port of Spain, Trinidad & Tobago	Sub-office of the Americas and the Caribbean Region	Sub-office of Mexico	Regional Office
Nairobi, Kenya	ARO Region	Branch	Regional Office
Cotonou, Benin	ARO Sub-region	Sub-office of Nairobi	Regional Office

Each office operates under distinct legal jurisdictions, employment law frameworks, and in many cases — different compensation structures, benefit packages, and HR processes that have evolved organically over time.

While this diversity reflects the breadth of IPPF's global footprint, it has created significant inconsistency in staff experience, compliance risk, and the administrative burden borne by both the People, Organisation and Culture function and local office managers.

IPPF is committed to a fair, transparent, and globally coherent employment framework. This project seeks to address this gap by harmonising globally the people related policies, procedures and systems and encapsulate these within a Unified Secretariat Staff Handbook —structured, layered policy and guidance resource that clearly distinguishes between globally applicable standards and locally required adaptations.

2. Purpose and Objectives

The objective of this project is to develop and support the implementation of a Unified Secretariat Staff Handbook that

1. Establishes a harmonised set of global core policies, principles and standards aligned to IPPF's values and competency framework.
2. Develop jurisdiction-specific Country Annexes for statutory and local requirements.
3. Strengthen consistency, equity, transparency and employee experience across the Secretariat.

3. Scope of Work

The project covers all staff employed directly and indirectly (via EoR and Hosted arrangement) and individual consultants hired by IPPF across all duty stations. It does not extend to Member Associations or national affiliates, though the handbook may reference the federated relationship. The scope of work includes:

1. Map the existing policy and HR landscape across all offices, identifying what documentation currently exists, where it is held, and what gaps exist.
2. Develop a two-tier architecture handbook: with a Global Core and jurisdiction-specific country annexes.
3. Identify, document, and present for decision all material differentials in pay, grading, benefits, COLA methodology, benchmarking approach, and recruitment process.
4. Recommend and implement a harmonised framework for the specific decision areas identified in [Section 5](#) of this ToR.
5. Deliver a publication-ready Unified Staff Handbook and supporting implementation materials.

6. Delivery AI enabled chatbot/ agent enabling ease of extraction of relevant information for all staff and governance across IPPF secretariat.
7. Establish a governance and review mechanism to maintain the handbook going forward.

4. Key Deliverables

The Unified Secretariat Staff Handbook will cover a global core content and jurisdiction-specific Country Annexes that will include inter-alia the list of topics provided below.

4.1 Global Core (Universally Applicable)

The global core will cover secretariat-wide policies, procedures and standards, which will be consistently applicable to all offices. These include besides other areas:

1. IPPF's values, code of conduct, safeguarding and PSEAH commitments
2. Equal opportunities and non-discrimination principles
3. Employment lifecycle framework and changes: recruitments & selection, pre-employment requirements, offer and appointment, contract types, onboarding, probation and confirmation, employment change (promotion, transfer, secondment, acting appointments), end of employment and separation.
4. Attendance and working arrangements: hybrid/remote working, flexible working, overtime/time off in lieu where relevant.
5. Compensation and benefits framework: pay philosophy, job grading & evaluation, market benchmarking methodology, annual salary review and COLA principles, including implementation date, frequency, and data sources.
6. Performance management framework
7. Learning and development framework
8. Employee wellbeing and welfare commitments
9. Leave entitlements (minimum standards and Paid time off/PTO) – annual, sick, parental, special leave.
10. Grievance, disciplinary, and appeals procedures (framework level)
11. Reference to
 - Expenses and travel policy
 - Whistleblowing and anti-fraud policy
 - Code of Conduct and Conflict of Interest policies

- Data protection and IT acceptable use
 - Relevant Finance policies
 - Relevant office policies and procedures e.g. health and safety
12. Employment governance, including delegated authorities, approval levels, and the relationship between the Global and local country requirements where local legislation prevails.

4.2 Country Annexes (Location-Specific Compliance and Adaptations)

For each of the duty stations, a Country Annex will document:

1. Applicable national employment law requirements.
2. Location-specific pay scales and allowances (e.g. housing, transport, medical insurance)
3. Mandatory statutory benefits and social security contributions including Pension and retirement arrangements.
4. Tax and payroll requirements including statutory deductions and employer payroll obligations.
5. Working time requirements (standard working hours, overtime/recuperation, etc....)
6. Locally required leave entitlements and requirements (where at variance with the global minimum). This should also include associated legally required entitlements e.g. for breastfeeding mothers.
7. Work permit and immigration-related employment conditions.
8. Local grievance and disciplinary procedures (where distinct statutory requirements apply).
9. Termination requirements (notice period, severance pay, redundancy obligations, final pay requirements, etc.).
10. Any other country-specific deviations from the global policies, procedures and standards, where required by local legislation or formally approved by IPPF.

4.3 Key Deliverables

- A unified Global Secretariat Staff Handbook comprising a global core and country annexes. This will harmonise people policies, procedures and practices where appropriate, while ensuring compliance with local legislation.
- An accessible digital handbook, including an AI-enabled search capability.
- Training and communication materials to support rollout.
- A minimum of three training – using a train the trainer approach – which will be recorded by IPPF.

5 Key Decision Areas – Differentials to be Surfaced and Resolved

A critical output of the mapping phase will be an explicit differential register – a structured log of areas where current practice varies across offices. The following specific areas are flagged as priorities for harmonisation decisions:

- **Offer and Pay-on-Hire Practice**

Standardisation of offer-making and joining practices including onboarding, starting salary positioning within grade, manager discretion limits, and approval levels.

- **Recruitment Process Standards**

Agreement on a common global recruitment process (stages, approval gates, assessment methods, diversity requirements) with documented local adaptations where statutory or operational requirements differ.

- **Benefits Principles**

Establishment of global minimum benefits principles (e.g. healthcare access, retirement provision) above which country-specific benefits operate, with a classification framework distinguishing 'global floor' from 'local enhancement'.

- **Contracting process**

Standard terms and conditions that

- must be included for any individual joining IPPF.
- must be included to comply with the local laws in the country of placement and
- must not be included, as may lead to conflict with local legislation or greater discretionary benefits to employees.

6 Project Risks and Mitigation

The key risks in relation to this project that have already been identified, with clear mitigation processes as provided in the table below:

Risk	Mitigation
Delays obtaining country documentation	Early engagement with HR focal points including local legal support, where required.
Differences in employment legislation	Legal validation being identified.

Governance decision delays	Clear approval timetable and clear responsibility of the POC agreed
Scope creep	Formal oversight and change control process already laid out.
Stakeholder availability	Early engagement plan being put in place and will be shared with key stakeholders ensuring they can provide some time in their calendars.

7 Governance and Oversight Mechanism

The project will operate under a three-tier governance structure designed to ensure appropriate oversight, representation, and decision-making authority.

Tier	Body	Role
Tier 1	Project Oversight Committee	Senior sponsorship and final decision authority
Tier 2	Project lead and manager	Day-to-day management, content review, harmonisation decisions
Tier 3	External Consultant(s)	Technical expertise, research, documentation, and gap analysis as well as facilitate analysis and present evidence-based options.

7.1 Project Oversight Committee (POC)

Membership: Director, Finance & technology (as sponsor), Global Head of People Operations, one Regional Director; Risk and Assurance and Governance lead.

Responsibilities:

- Provide strategic direction and final approval of harmonisation decisions surfaced by the Core Implementation Group.
- Approve the project plan, budget, and Handbook structure.
- Receive and approve the Differential Register and associated policy decisions.
- Approve the final Handbook for publication.
- Convene at minimum three times during the project: kick-off, mid-point review, and final sign-off.

7.2 Core Implementation Group (CIG)

Membership: Human Resource lead (Project Lead); Finance representative (for compensation and COLA elements); Legal/Compliance representative; two Regional HR/Operations focal points (rotating to ensure all regions represented); external consultant(s) (in advisory capacity).

Responsibilities:

- Manage the day-to-day delivery of the project workplan.
- Coordinate data collection and policy mapping across all offices.
- Review consultant draft outputs and provide feedback.
- Compile the Differential Register and prepare decision papers for the POC.
- Coordinate stakeholder consultation and internal communications.
- Meet fortnightly throughout the project duration.

7.3 External Consultant / Advisory Support

One or more external consultants or consulting firm will be engaged to provide specialist technical expertise, independent review analysis and present evidence-based options and documentation support. The consultant will work under the direction of the Core Implementation Group and report into the CIG Project Manager.

7.3.1 Country Focal Points

Each of the duty stations will nominate a Focal Point (typically the most senior HR, Finance, or Operations person at or managing the locations operations) to support data collection, review country annex drafts, and validate local compliance requirements. Focal points are not decision-makers but serve as critical knowledge holders and reviewers.

8 Project Methodology and Phased Workplan

The project will be delivered in six sequential phases. Where possible, overlaps between some phases to preserve timeline.

Phase	Activity	Lead	Timeline
Phase 1	Inception, scoping and stakeholder engagement	Consultant + CIG	Months 1
Phase 2	Policy landscape mapping and data collection	Consultant + Focal Points	Months 2-3
Phase 3	Differential Register and options analysis	Consultant	Months 3-4
Phase 4	Handbook drafting and consultation	Consultant + CIG + POC + Finance (one person)	Months 3-6
Phase 5	Finalisation, approval and implementation	CIG + POC	Months 5-7

Phase 1 – Inception and Stakeholder Engagement

- Inception meeting between CIG, POC, and consultant to confirm scope, approach, and workplan.
- Stakeholder mapping and communications plan agreed.
- Country Focal Points identified and briefed.
- Document request template issued to all offices.
- Inception report produced confirming methodology.

Phase 2 – Policy Landscape Mapping

- Collection of all existing HR policies, employment contracts, offer letter templates, benefits summaries, pay scale documents, and process guides from all eleven offices.
- Review of applicable national employment legislation for each jurisdiction.
- Structured interviews or survey with Country Focal Points to surface informal practice not captured in documentation.
- Mapping exercise: for each policy domain, documenting current practice per office against a standard framework.
- Production of a Policy Landscape Map – a master matrix showing what exists, what is compliant, what is missing, and what differs.

Phase 3 – Differential Register and Options Analysis

- From the Policy Landscape Map, extraction of all material differentials across the priority decision areas (see [Section 5.0](#)).

- For each differential, preparation of an Options Paper setting out: current range of practice; legal constraints; cost implications; and recommended options for harmonisation.
- Presented the register to CIG for initial review, then to the project sponsor for decisions.
- Sponsor's decisions shall be recorded formally; options not fully decided shall be escalated with a clear recommendation to the DLT.

Phase 4 – Handbook Drafting and Consultation

- Drafting of Global Core Handbook based on agreed policy positions.
- Drafting of Country Annexes, incorporating mandatory local requirements and POC-approved local adaptations.
- Internal consultation process: CIG review of full draft; targeted consultation with Country Focal Points on their respective annexes; staff representative input where relevant.
- Consultation with London Union, with the Staff Association and the policies working group.
- Legal review of Country Annexes by local counsel or qualified reviewer in each jurisdiction.
- Iterative revision based on consultation feedback.

NB: IPPF will determine whether local legal validation is undertaken through internal legal resources or external counsel. The consultant or consulting firm will be required to provide associated costs clearly in their financial proposal, in case such a service is requested to be provided by them.

Phase 5 – Finalisation and Implementation

- Final Sponsor approval of complete Handbook.
- Design and formatting of publication-ready document.
- Implementation planning: communication strategy, leadership briefing packs, staff FAQ, effective date announced.
- Organise one train the trainer training highlighting the changes including how to read the new handbook.

9 Scope of External Consultancy Engagement

Proposals are invited from qualified individuals or consulting firms with demonstrated expertise in international HR policy development, employment law, and global compensation. The consultant(s) will be expected to fulfil the following scope:

9.1 Core Deliverables

#	Deliverable	Format	Deadline	Timeline
D1	Inception Report – methodology, stakeholder plan, workplan	Word / PDF	End of Phase 1	T0+1
D2	Policy Landscape Map – master matrix for all offices across all policy domains	Excel / PDF	End of Phase 2	T0+3
D3	Differential Register – structured log of all material differentials with options analysis	Word / PDF	Phase 3	T0+4
D4	Decision Papers for Sponsor— one per key decision area (min. 6)	Word / PDF	Phase 3	T0+4
D5	Global Core Handbook – first draft	Word	Phase 4 (draft)	T0+5
D6	Country Annexes – first drafts	Word	Phase 4 (draft)	T0+5
D7	Consultation Feedback Log and Revision Summary	Word / Excel	Phase 4	T0+6
D8	Final Unified Staff Handbook (Global Core + all Country Annexes)	Word + PDF	Phase 5	T0+7
D9	Briefing Pack and Staff FAQ	Word / PPTX	Phase 5	T0+7
D10	Post-implementation Review Framework	Word	Phase 5	T0+7
D11	AI-enabled searchable digital handbook capable of answering staff queries based solely on approved handbook content and Staff FAQ.	Chatbot	Phase 6	T0+10

9.2 Project Success Criteria

The assignment will be deemed successfully completed upon:

- approval of the unified staff handbook, which includes complete Country Annexes;
- validation of legal compliance across all jurisdictions;
- publication of the handbook including its online version with AI capability launched.

- trainings successfully delivered.

Acceptance of each deliverable will be subject to written approval by the Project Lead following review by the CIG

9.3 Consultant Skills and Experience Required

Proposals should demonstrate:

- Significant experience in developing similar staff handbooks, HR frameworks, or people policy documents for international organisations or complex multi-jurisdiction employers.
- Strong working knowledge of employment law in at least four of the current jurisdictions covered; access to qualified legal resource in remaining jurisdictions.
- Demonstrated expertise in organisational change, policy harmonisation, governance, project management, legal coordination, and executive-level facilitation. Experience beyond employment law and HR policy is essential.
- Experience in global compensation design, salary benchmarking, and COLA methodologies.
- Familiarity with international development sector pay practices.
- Demonstrated ability to manage complex stakeholder environments and facilitate governance-level decision-making.
- Excellent written English; additional languages (French, Spanish, Arabic) an asset.

9.4 Proposed Engagement Model

The consultant will be engaged on a fixed-fee basis with milestone-linked payments tied to delivery of the major outputs listed above. The estimated level of effort is in the range of 120-150 person-days over a [7]-month period plus time required to publish the book online, with chatbot capability. The bidders are invited to propose their own level of effort with justification. The engagement is remote-first with a requirement to attend (virtually) all POC and CIG meetings, and one all-hands stakeholder session. Expenses in relation to travel, will be managed/ covered by IPPF as per IPPF travel policy.

10 Indicative Timeline (Selection of Consultant)

The following indicative timeline assumes project commencement in Q3 2026:

Milestone	Description	Target Date
M1	RFP issued to market	15 th Aug 2026
M2	Proposal submission deadline	07 th September 2026
M3	Consultant selection and contracting	30 th September 2026
M4	Project kick-off; Country Focal Points briefed	07 th October 2026

11 Budget and Financial Parameters

Bidders are invited to submit a fully costed proposal against the deliverables listed in Section 9.1. The budget should be presented as:

- Bidders shall submit a **fixed fee for the complete assignment**, inclusive of professional fees required to deliver all deliverables specified in [Section 9.1](#).

12 Proposal Evaluation Criteria

Criterion	Weight	Max Score
Relevant experience – international HR policy and multi-jurisdiction employment	30%	30
Technical quality of proposed methodology and workplan	25%	25
Team composition and qualifications	30%	30
Value for money – cost relative to scope	15%	15

13 Post-Publication Review and Ongoing Governance

The Handbook will be a living document. The following ongoing governance arrangements will be established as part of the project:

- Annual review cycle: The CIG will convene annually (or more frequently if legislation changes require it) to review the Handbook and flag required updates.
- Trigger-based review: Any significant change in applicable employment law, IPPF organisational structure, or grading framework will trigger an ad hoc review of the affected sections.
- Version control: All updates will be version-controlled with a clear change log. Staff will be notified of material amendments through an established communications channel.
- Accountable owner: HR team will retain ownership of the Handbook. Country Focal Points will serve as first-line monitors of local compliance requirements.

- Periodic benchmarking: COLA methodology and pay scale reviews will be conducted in accordance with the schedule agreed during the project (minimum every two years).

14 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 technical evaluation criteria may be rejected. Incomplete submissions or proposals not prepared in the prescribed formats may also result in rejection of the bid.

14.1 Technical Bid Format

Bidders shall submit their technical proposal in accordance with the format outlined below:

S. No.	Particulars	Details to be provided
1	Bidder Details	The bidder shall provide details including: - Legal name of the bidding entity - Year of establishment and ownership structure. - Overview of service offerings relevant to scope highlighted in this TOR
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 international HR policy and multi-jurisdiction employment as provided in this TOR. A minimum of two (2) citations of comparable client assignments, along with references, must be submitted. The bidder, if shortlisted, shall provide contact details of the referenced clients for verification purposes.
4	Approach and Methodology for the Assignment	The bidder shall describe the proposed approach and methodology for Secretariat Staff Handbook Project. 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	Technical Proposal – Requirement-wise Response	The bidder shall provide a structured, requirement-wise response demonstrating how the proposed approach addresses the requirements outlined in this TOR. The response shall describe the proposed methodology for reviewing and harmonizing international HR policies, assessing country-specific employment and regulatory requirements, identifying and managing

		policy differentials, developing the Global Core Staff Handbook and Country Annexes, and supporting stakeholder consultation and finalization. The bidder shall also describe the proposed approach for developing and publishing the AI-enabled searchable digital handbook, including content governance, source control, security, access controls, and mechanisms to ensure that responses are based solely on approved handbook content and Staff FAQs.
6	Project Management and Governance	The bidder shall provide details of the proposed Project Manager/Lead Consultant, including relevant qualifications and experience in managing international HR policy and multi-jurisdictional assignments. The Project Manager/Lead Consultant shall be the primary point of contact for IPPF. The bidder shall also describe the proposed governance, stakeholder engagement, communication, quality assurance, and escalation approach.
7	Proposed Project Team and Key Resources	The bidder shall provide details of the proposed project team and key resources, including their roles, responsibilities, qualifications, and relevant experience in international HR policy and multi-jurisdictional assignments. CVs of key personnel shall be provided as part of the proposal.

Note: The Technical Bid should not exceed 15 pages, excluding annexures. Bidders may submit any supporting documents as annexures to the Technical Bid.

14.2 Financial Bid Format

The Financial Proposal shall be submitted in United States Dollars (US\$) using the prescribed formats in this section. It shall include all costs associated with delivering the assignment in line with the Scope of Work and agreed deliverables—covering professional fees, consultations, policy review and development, stakeholder engagement, handbook drafting and finalization, and the AI-enabled digital handbook. Any anticipated disbursements, such as legal review, translation/localization, travel, or other approved expenses, must be itemized separately.

IPPF reserves the right to evaluate proposals based on technical quality, relevant experience, financial competitiveness, and overall value for money before selecting the preferred bidder. Detailed financial formats are provided below:

Financial Summary

S. No.	Component	Amount (US\$)
1	Professional Fees – Fixed Fee for Complete Assignment	
2	Reimbursable / Disbursement Costs, if any	
Subtotal		

Applicable Taxes, if any	
Grand Total	

Note: The fixed professional fee shall cover all personnel costs, management/coordination, meetings, consultations, reporting, revisions, quality assurance, and other activities necessary to complete the scope of work and deliverables.

Role, Day Rates, and Effort Days

#	Role / Seniority Level	Day rate	Efforts Days
1	Lead / Senior Consultant		
2	HR Policy / Employment Specialist		
3	Compensation & Benefits Specialist		
4	Country / Local HR Specialist		
5	Digital / AI Specialist		

Disbursement & Expense Schedule

S. No.	Disbursement / Expense	Basis / Unit	Estimated Amount
1	Legal / Country Employment Law Review	As applicable	
2	Translation / Localization	As applicable	
3	Travel and Accommodation	As applicable	
4	Other Approved Disbursements	As applicable	
Total Disbursements			

IPPF reserves the right to negotiate scope, sequence, and fee structure with preferred bidder(s) prior to contract award. Value for money and demonstrated relevant experience will be weighted alongside price in evaluation.

Key Considerations on the Financial Proposal Format

- Only those Bidders who qualify the technical evaluation 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.
- All costs associated with the Secretariat Staff Handbook Project, as defined in the Scope of Work, shall be included in the financial proposal.
- Any costs or activities beyond the agreed scope and financial proposal for the Staff Handbook project shall be considered only through a formal Change Request (CR) and shall require prior written approval from IPPF before implementation. Typical circumstances that may give rise to a CR include the addition of new content or policy areas, new or revised compliance requirements, significant design or formatting changes, additional translations or localizations, and additional stakeholder consultations.

Any such changes shall be assessed for their impact on scope, effort, timeline, and cost before approval.

- 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.

Authorised Signatory of Bidder _____

Business Address _____

Date: _____

Place: _____

15 Disqualification

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

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

16 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

hroffice@ippf.org by 1st September 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

17 Submission Requirements

All proposals must include the following:

1. Technical Proposal (maximum 15 pages): understanding of the assignment; proposed methodology and workplan; team CVs and relevant experience; at least two references from comparable assignments.
2. Financial Proposal (separate document): fully itemised budget in US\$.
3. Conflict of Interest Declaration: a signed statement confirming no conflict of interest with IPPF, its Member Associations, or any current contractors.
4. Organisational registration documents (if applicable): evidence of legal entity, VAT/tax registration.

Proposals should be submitted by email to hroffice@ippf.org with the subject line:

"IPPF Secretariat Staff Handbook – Proposal Submission – [Organisation/Individual Name]"

Submission Deadline: 7th September 2026

Queries: Please direct all pre-submission queries to hroffice@ippf.org by 1st September 2026.

Ownership of Outputs

All documents, data, analyses, draft materials, country annexes, AI configurations and final deliverables produced under this assignment shall remain the intellectual property of IPPF. The consultant shall not reproduce or distribute any project materials without prior written approval from IPPF.

– End of Terms of Reference –