Request for Proposals
For the
Financial Planning and Analysis (FP&A) Enhancement:
Cash Flow Forecasting, Liquidity Management, and Budgeting Process Improvement

1. Introduction and Organizational Background

Amideast, a US-based nonprofit organization, invites qualified consultants and financial advisory firms to submit proposals for strengthening its financial planning and analysis (FP&A) capabilities by implementing a cash flow forecasting and liquidity management system customized to its financial and operational needs and by assessing and improving its annual budgeting methodology, processes, and accountability framework.

Amideast seeks to strengthen its financial management capabilities by establishing a reliable, forward-looking process for projecting cash receipts and disbursements; monitoring available liquidity; identifying potential cash shortfalls; and supporting informed financial decisions. This is the primary focus of this engagement.

Unlike a traditional for-profit business, Amideast may experience significant variations in cash availability because of grant reimbursement schedules, restricted funding, donor contributions, government contracts, program expenditures, and other timing differences between revenue recognition and cash collection.

The selected vendor will work with Amideast's leadership and finance personnel to develop a practical, sustainable system that reflects these characteristics and that internal staff can maintain after implementation.

The secondary focus of this engagement is to have the selected consultant or firm review and to recommend improvements to Amideast's annual budgeting methodology and process and the associated accountability framework.

Established in 1951, Amideast is headquartered in Washington, D.C., and has a network of offices in 11 countries in the Middle East and North Africa region. The organization manages a diverse portfolio of education, training, testing, scholarship, and exchange programs and services through a hybrid business model that features a variety of funding sources, including U.S. Government awards, host country governments, corporate partnerships, foundations, individual donors, restricted and un-restricted contributions, and fee-for-service activities. As the organization's business model evolves and becomes

increasingly diversified, Amideast seeks external expertise to strengthen cash flow forecasting and liquidity management practices and to improve its annual budgeting methodology and processes. Amideast uses accrual-basis accounting, Deltek Costpoint as its ERP platform, and Excel-based tools for budgeting and reporting purposes.

Amideast holds and manages cash across headquarters and country offices, including local bank accounts in multiple currencies, with regular transfers between headquarters and the field.

Amideast currently manages cash forecasting through spreadsheets and manual reports. This approach has produced the following challenges:

- Limited consolidated visibility into cash held across country offices and local bank accounts;
- Limited visibility into short- (13-week) and long-term (12-month and beyond) cash positions;
- Timing gaps between pledged and awarded revenue and actual cash receipts; Manual, error-prone data consolidation from multiple systems;
- Seasonal revenue volatility and varied timing across reimbursement-based awards, fee-for-service revenue, and other funding sources;
- Limited ability to model scenarios, such as delayed grant payments or lost funding sources; and
- Reporting needs for management, the Board of Directors, and funders that require significant staff time to prepare.

2. Purpose and Objectives

The primary purpose of this engagement is to establish a cash flow forecasting and liquidity management system that provides management with timely, accurate, and actionable information regarding Amideast's current and projected cash position. The secondary purpose is to improve the organization's annual budgeting methodology and process.

The engagement should achieve the following objectives:

2.1 **Improve Cash Flow Forecasting and Funding Visibility**: Develop reliable short- and long-term forecasts of cash receipts, disbursements, and ending cash balances across all funding sources, including grants, government contracts, contributions, program income, and restricted funds.

2.2 **Strengthen Liquidity and Risk Management**: Identify periods when unrestricted cash may be insufficient to meet operating obligations; establish early-warning indicators, scenario analysis, and contingency planning procedures; and provide policy guidance on the planned use of board-designated reserves.

2.3 **Support Decision-making and Oversight**: Provide timely reports and variance analysis that help management prioritize expenditures, manage hiring and program commitments, and plan for changing financial conditions, and that support the Board of Directors and its Finance & Investment Committee.

2.4 **Build Internal Capacity**: Establish documented procedures and train designated staff to maintain and update the cash flow forecasting and liquidity management system independently.

2.5 **Improve Budgeting Methodology and Process**: Assess the annual budgeting methodology, process, and accountability framework, and recommend improvements that will result in more accurate budgets, greater efficiency, and clearer budget ownership.

3. Scope of Work

The selected vendor shall perform the following services:

Task 1: Assessment of Current Financial Management Practices

Review Amideast's existing financial systems, cash management practices, reporting procedures, and available financial information.

Activities will include the following:

- Review cash management practices across headquarters and country offices, including local bank accounts, currency considerations, and the timing of headquarters-to-country transfers.
- Review historical financial statements, general ledger data, bank balances, accounts receivable, accounts payable, and cash activity for the past [two to three] fiscal years.

- Review current budgets, financial projections, grant agreements, government contracts (including payment and reimbursement terms), and anticipated funding schedules.
- Review existing liquidity, reserve, and bank account policies.
- Assess existing cash flow forecasting methods, spreadsheets, Deltek Costpoint reports, and other reporting tools.
- Identify major sources of cash inflows and significant categories of cash outflows, including restricted funds.
- Evaluate timing differences between revenue recognition, billing, grant reimbursement, and actual cash receipt, including collection patterns for fee-for-service revenue.
- Interview finance staff at headquarters and a sample of country offices [remotely / in person].
- Identify data limitations, process inefficiencies, and opportunities for improvement.

Deliverable: Written assessment summarizing current practices, key findings, identified risks, and recommendations for cash flow system design.

Task 2: Cash Flow Forecasting Methodology

Develop a forecasting methodology appropriate for Amideast's funding structure, operating model, and reporting requirements.

The methodology shall address the following:

- Cash receipts by source, funding stream, and expected receipt date.
- Payroll, benefits, vendor payments, occupancy costs, program expenditures, debt service, and other operating disbursements.
- Grant and contract billing and reimbursement cycles.
- Expected contributions, pledges, fundraising proceeds, and other non-recurring receipts.
- Restricted funding and restrictions affecting the availability of cash for operating expenses.
- Seasonal fluctuation in revenue and expenditures.
- Timing differences between budgeted revenue and actual cash collections.
- Capital expenditures and other significant planned cash commitments.
- Treatment of uncertain, delayed, and contingent receipts.

The selected vendor shall recommend appropriate forecast periods, including a rolling short-term forecast and a longer-term outlook.

At a minimum, the system should support a rolling 13-week cash flow forecast and a monthly forecast covering the remainder of the current fiscal year. The vendor should also recommend a 12- to 24-month outlook that would be beneficial for planning purposes.

Deliverable: Documented forecasting methodology, assumptions, data requirements, and recommended update procedures.

Task 3: Design and Development of the Cash Flow Forecasting and Liquidity Management System

Design and implement a cash flow forecasting and liquidity management system appropriate to Amideast's size, complexity, available technology, and internal staff capacity.

The proposed solution could be spreadsheet-based or existing software that can easily integrate with our existing accounting software, Deltek Costpoint. However, Amideast is open to learning about other appropriate platforms for conducting cash flow analyses.

The system shall include, at a minimum, the following:

- A consolidated cash position reflecting relevant headquarters and country office bank accounts and available balances.
- A schedule of projected cash receipts by source and expected date.
- A schedule of projected cash disbursements by category and expected date.
- Beginning cash balance, total inflows, total outflows, and projected ending cash balance.
- Identification of restricted or otherwise unavailable funds.
- Comparison of projected and actual cash flows.
- Variance analysis and explanations for significant differences.
- Identification of projected cash deficits and minimum liquidity thresholds.
- A summary dashboard displaying key financial indicators.
- Clear documentation of assumptions, data sources, and calculation logic.
- Flexible reporting by month, funding source, program, or department, where relevant.

The system should be easy to update, transparent in its calculations, and maintainable by designated Amideast staff without ongoing dependence on the consultant/firm.

Deliverable: A system design plan with a platform recommendation, subject to Amideast approval before development begins, and a functioning cash flow forecasting and liquidity management system, including all associated templates, formulas, reports, dashboards, and supporting documentation.

Task 4: Scenario Analysis and Financial Risk Assessment

Develop tools that allow management to evaluate alternative financial scenarios and assess their potential impact on cash availability.

Scenarios should include, as applicable, the following:

- Delayed grant or government contract reimbursements.
- Lower-than-expected fundraising or contribution revenue.
- Unexpected increase in payroll, benefits, or operating expenses.
- Changes in program spending or service delivery commitments.
- Loss or reduction in a major funding source.
- Delayed implementation of planned cost reductions.
- Alternative assumptions concerning hiring, spending, and funding availability.

The vendor shall work with management to establish appropriate warning thresholds and to develop contingency planning procedures for projected cash shortfalls. The vendor shall also recommend a liquidity and reserve-use policy addressing when planned use of board-designated reserves is appropriate, required approvals, repayment, and reporting to the Board.

Deliverable: Scenario analysis tool, documented assumptions, and recommendations for responding to material cash flow risks, and a recommended liquidity and reserve use policy.

Task 5: Reporting and Management Oversight

Develop reporting formats appropriate for different levels of financial oversight.

Reports should be designed for the following audiences:

Executive Management

- Current and projected cash balances.
- Near-term cash requirements.
- Expected timing of significant receipts and disbursements.
- Emerging cash flow risks and recommended actions.

Financial Personnel

- Detailed cash receipts and disbursements.
- Forecast-to-actual comparisons.
- Aging and collection status of receivables, including grant reimbursements.
- Variance explanations and updates to forecast assumptions.

Board of Directors and Finance & Investment Committee

- Summary of available operating liquidity.
- Forecasted cash position and material changes from prior forecasts.
- Significant funding uncertainties.
- Projected cash shortfalls, contingency measures, and management recommendations.

Deliverable: Standardized management reports and a recommended reporting schedule.

Task 6: Testing, Validation, and Implementation

Test the cash flow management system using historical financial information and current operating assumptions.

The vendor shall:

- Validate calculations and reconcile relevant opening cash balances to source records.
- Test projected receipts and disbursements against available historical information.
- Verify treatment of restricted funds and other limitations on cash availability.

- Review forecast assumptions with designated financial personnel.
- Test the system under alternative financial scenarios.
- Correct identified errors and document unresolved data limitations.
- Establish a procedure for regular updates, review, and approval.

Deliverable: Tested and validated system, implementation plan, and summary of testing results.

Task 7: Training and Knowledge Transfer

Provide training to designated finance staff and management personnel to support the ongoing operation of the system.

The formal training should cover the following topics:

- Updating cash receipts and disbursement assumptions.
- Entering actual financial activity.
- Revising forecast assumptions.
- Conducting scenario analyses.
- Interpreting cash flow reports and warning indicators.
- Identifying and resolving discrepancies.
- Preparing management- and Board-level reports.
- Maintaining documentation and internal controls.

Deliverable: Training sessions, user guide, written operating procedures, and a final handover package containing all system files, templates, documentation, and source materials.

Task 8: Budgeting Process Assessment and Improvement Recommendations

Provide an assessment of the current annual budgeting methodology, tools, and process and recommend improvements, particularly given recent changes to the organization's revenue model which relies increasingly on commercial, fee-for-service work. The assessment should address the budget process, including the budget calendar, the purpose of each review stage, and how budget objectives are set with leadership and the Board, and should provide guidance for budget owners to build realistic, well-justified budgets.

Deliverable: Written assessment of the current annual budgeting methodology, tools, and processes, including recommendations for improvement and guidance for budget owners.

4. Summary of Required Project Deliverables

The vendor shall provide the following deliverables, each of which is subject to review and written acceptance by Amideast:

#	Deliverable	Description	Task	Target Due
1	Current-State Assessment	Review of existing practices, systems, risks, and improvement opportunities.	1	TBD
2	Forecasting Methodology and System Design Plan	Forecasting methodology, assumptions, and data requirements; system architecture and platform recommendation; implementation approach.	2, 3	TBD
3	Cash Flow Forecasting and Liquidity Management System	Functional, documented system with appropriate reports, dashboards, and calculations.	3	TBD
4	Scenario Analysis Tool and Liquidity and Reserve-Use Policy Recommendation	Tools for evaluating changes in funding, expenses, and cash availability; recommended policy on the planned use of board-designated reserves.	4	TBD
5	Reporting Package and Reporting Schedule	Standard management, finance, and Board reporting formats and a recommended reporting schedule.	5	TBD
6	Testing and Validation Report and Implementation Plan	Results of testing, reconciliation, and corrections; plan for putting the system into regular use.	6	TBD
7	Training, User Guide, and Operating Procedures	Training sessions and written instructions for maintaining and updating the system.	7	TBD

#	Deliverable	Description	Task	Target Due
8	Budgeting Process Assessment and Recommendations	Review of current budgeting methodology, tools, and process, with recommendations and guidance for budget owners to build realistic, well-justified budgets.	8	TBD
9	Final Handover Package	All system files, templates, documentation, and source materials.	7	TBD

5. Proposal Submission Requirements

Proposals must be submitted as a single PDF document and organized as follows:

- **Cover Letter**: Signed by an authorized representative of the vendor, including primary contact information.
- **Executive Summary**: Overview of the proposed cash flow forecasting and liquidity management system and budgeting process improvement approach with an explanation of how they address Amideast's needs.
- **Company Information and Experience**: History, size, ownership, and experience with developing similar systems and solutions for nonprofit organizations.
- **Understanding of Technical Requirements and Proposed Approach**: A thorough explanation of how the proposed system and solution meet the organization's requirements and how the vendor will work with the organization during the project.
- **Description of Proposed Cash Flow Forecasting and Liquidity Management System and Budgeting Process Improvements**: A detailed description of the proposed system and solution, highlighting key features and functionality.
- **Implementation Plan**: A proposed plan for implementing the project with a timeline, milestones, roles, and responsibilities for the vendor and the organization.
- **Team and Staffing Plan**: A summary of the vendor's proposed personnel and their respective roles for the project, along with the team members' qualifications and relevant experience working with nonprofit organizations.
- **Approach to Training**: A description of the vendor's approach to training Amideast staff on the cash flow forecasting and liquidity management system and budgeting process improvements.

- **References**: A list of three to five nonprofit clients that the vendor has worked with during the past three years, with the names of the organizations, contact information, project description, and implementation dates.
- **Cost Proposal**: The cost proposal should include a detailed breakdown of fees for the cash flow forecasting and liquidity management system and the budgeting process assessment, and a total price.

6. RFP/Proposal Schedule

Milestone	Target Date
RFP Issued	November 5
Submission of Intent to Bid Statement	November 10
Deadline for Submission of Written Questions	November 12
Answers to Questions Distributed to All Vendors	November 16
Proposal Due Date	December 1
Vendor Interviews, If Required	December 7-8
Vendor Selection and Notification	December 11
Contract Negotiation and Signing	December 14-16
Project Kickoff Meeting	December 17

7. Evaluation Criteria

Proposals will be evaluated by a committee comprised of finance, executive, and operational staff, using the following weighted criteria:

Criterion	Weight
Relevant Nonprofit Financial Consulting Experience, including with multi-country organizations	20%
Technical Capabilities and Forecasting Expertise	20%
Understanding of Technical Requirements and Quality of Proposed Approach	20%
Qualifications of the Proposed Project Team	15%
Proposed Project Timeline and Implementation Plan	5%
Cost and Overall Value	20%
Total	**100%**

8. **Proposal Submission Instructions**:

Vendors should use the following email address for all communications regarding this RFP: PEvidente@amideast.org

Interested vendors should submit a statement of intent to bid by: 5:00 pm EST on Tuesday, November 10, 2026.

Vendors should submit questions about the RFP by 5:00 pm on Thursday, November 12. Responses to material questions will be shared with vendors who submit a statement of intent to bid on this project.

Vendors must submit electronic proposals as one document in a .PDF format with the following Subject Line: Response to RFP for FP&A Enhancement: Cash Flow Forecasting, Liquidity Management, and Budgeting Process Improvement from (Name of Vendor)

Submission Deadline: 5:00 pm EST on Tuesday, December 1, 2026.

9. Terms and Conditions

- This RFP is not a contract or a commitment to purchase any goods or services. Amideast reserves the right not to award any contract because of the issuance of this RFP.
- All costs associated with preparing and submitting a proposal in response to this RFP are the vendor's responsibility.
- Proposals will be treated as confidential. Vendors should mark any proprietary information clearly.
- Amideast is a 501(c)(3) tax-exempt entity and will provide associated supporting documentation to the selected vendor, as required.
- The selected vendor must sign a written agreement that includes confidentiality, data protection, and indemnification. For any custom development of a product or tool, Amideast expects to own or to receive a perpetual license for all deliverables.
- Amideast intends to award a fixed-price contract to the vendor whose proposal is assessed as offering the most appropriate technical system and solution for the organization on a best value basis.

- Vendors must disclose any actual or potential conflict of interest, including relationships with Amideast's staff or Board members.
- Vendors must disclose any subcontractors for the project and remain responsible for their work.
- Proposals must remain valid for at least 90 days after the submission deadline.