

## **RFP N° PTD/11/002 – BIDDERS' QUESTIONS AND WIPO RESPONSES**

1. Will WIPO require Infrastructure/Consultant for assessment of current and future state of infrastructure?

A: We would expect the infrastructure to be part of the current state assessment, especially if changes are needed to support the future vision. The ICTD department is the provider of infrastructure and will be available to provide all details.

2. Payroll will be implemented for how many countries ? Please provide list of all countries.

A: WIPO is primarily a headquarter based organization with a limited number of small external offices at this stage.

3. Annex I, Page 17, Section 29, Key Deliverables. As part of the EPMO, one of the deliverable expected from the selected partner is preparing implementation project(s) RFP's (under the "Implementation Planning" phase). Will this mean that the partner selected under this RFP will not be eligible for participating in Implementation Project(s) related RFPs ?

A: The selected partner will be eligible for future RFPs. However, the selected partner will not assist WIPO in developing specific TORs or RFPs for future projects.

4. Appendix B, Page 2. One of the roles mentioned for EPMO is Project Manager. We are assuming that the number of project managers needed depends on the number of implementation projects running in parallel at any given point in time. Could you please validate this assumption ? How many project managers are you expecting vendors to propose in response to the RFP ?

A: For this RFP we are not expecting vendors to propose any EPMO resources, this information is purely to help vendors understand the internal EPMO structure of WIPO. The Service provider would be however expected to ensure that appropriate level of management resources are estimated at their end to manage the work and resources.

5. Annex I, Page 21, Diagram 5. Diagram V in Annex I shows that AIMS enhancements to have started in Q4 2011 (indicative). Could you please provide details of the AIMS enhancement projects that have started already, if any ? Does this include "Planning & Budgeting implementation" or "AIMS upgrade to PeopleSoft v9.1"?

A: The AIMS enhancements already started include minor changes to the existing solutions, to support the financial year end and IPSAS compliance. The Planning & Budgeting implementation relates to new functionality that needs to be deployed. This stream and the AIMS upgrade are both expected to start later in 2011 (per Diagram V and the descriptions on pages 22 and 33 of Annex I).

6. We understand that EPMO resources will be required by WIPO throughout the 5 years; while this RFP scope is 5 conceptual stages of vision formulation only. Could you please clarify the duration you are looking at for resource deployment and commercials, as part of this RFP ?

A: As per section 27 of the invitation letter the contract will be for an initial term of one year. However, as per section 26 of the invitation letter WIPO does not guarantee any minimum amount of work. This RFP is primarily to cover the vision and planning phase only, not the EPMO resources, and section 27 is just a standard clause to allow WIPO to request additional assistance from the successful bidder, if required.

7. Can we propose to fulfill only partial resource requirement, for this RFP ? Do you expect qualified bidders to propose resources against all the EPMO roles necessarily ?

A: Bidders must propose sufficient resources to provide the services defined in section X of the terms of reference, not the EMPO.

8. Does WIPO intend to select only one partner against this RFP ? Is there a possibility that WIPO may decide only few resources from one vendor; and thus having more than one vendor selected ?

A: WIPO expects to select one partner against this RFP.

9. Do we put both the Technical Component and Financial Component of the Proposal in the same envelope or separately ?

A: Please follow the instructions in section I of the invitation letter.

10. Subcontracting is allowed article 18.

- a. What about strategic alliances
  - i. SPOC necessary?
- b. What about off-shoring?

A: Strategic alliances are allowed. Off-shoring is allowed where it can be appropriately utilized. The successful partner would act as the SPOC for WIPO during the engagement, the partner would be responsible for managing the subcontractor / off-shore resources / strategic alliance partner.

11. Financial offering : Is there a specific format ?

A: Please refer to sections 19 to 21 of the invitation letter for information on how to provide the financial component of your offer.

12. Evaluation criteria percentages?

- a. Understanding the requirements
  - i. Propose an approach
- b. Relevant experience
  - i. Detailed CV
  - ii. Customer reference
- c. B&D qualification
  - i. Customer references
  - ii. Prior experience with UN-methods + PeopleSoft individual resource level
  - iii. Financial stability of B&D – Group level

A: This information is not disclosed by WIPO.

Overall risk assessment

- a. Are there any special criteria?

A: This information is not disclosed by WIPO.

13. PeopleSoft Financials  
 a. What is the current partner of WIPO for Financials?

A: Cedar Consulting

14. PeopleSoft HR  
 a. HR ACCESS will be replaced by PeopleSoft  
 b. Is there a Timeframe ?

A: Please refer to Diagram V of the terms of reference, and section 33 of the same document, for an indicative explanation of the timeframes.

15. What is WIPO internal capacity in terms of IT and Business resources to support EPM and BI as outlined?

A: WIPO has some capacity already and is currently recruiting additional capacity to help as specified in the list of EPMO resources that WIPO is recruiting directly.

16. Where does WIPO have major operations other than Geneva ? If so, do those centers have to be considered different sites implementation of HRM, CRM and EPM ?

A: Only in Geneva. See answer to question 2.

17. Page 17 of ANNEX I. Does Road Map and vision development have to cover all the deliverables covered under all project in the PORTFOLIO.

A: Yes, the vision must be comprehensive.

18. Page 29 of the ANNEX I. What is current level documentation available with WIPO current landscape. If required, will WIPO provide access to the key stakeholder for accessing and understanding current pain areas?

A: There is quite a lot of documentation available. Stakeholders will be available to the successful bidder for discussions as part of the vision process.

19. Can you please confirm Annex B are list profiles WIPO expects Vendor to provide.

A: No, Annex B are the internal EPMO resources that WIPO will providing to support the entire ERP implementation.

20. Does assessment of current landscape should budget for upgrading that are planned projects portfolio indicated.

A: No, bidders are not being asked to provide a budget for the upgrade.

21. Management Presentation -- Page 30 of the ANNEX I. Is the vendor expected to make presentations to key stakeholders who are reluctant to implement PeopleSoft/Oracle solutions for convincing the key stakeholder to adopt.

A: The presentation is to provide a comprehensive well thought out vision to management. It is not to convince them to implement PeopleSoft/Oracle solutions.

22. Are high level functional as-is process, PeopleSoft mapping available ?

A: Many of the processes currently supported by PeopleSoft are documented and will be available to the successful bidder.

23. As part of implementation planning, does the vendor have to develop project plan covering both human resources and as well as hardware and other resources required for implementation individual system.

A: To ensure the plan is as realistic as possible then the human resource requirements will need to be considered.

24. Can PoC be developed at offshore by bringing additional resources as required at that point in time.

A: Yes.

25. Annex II, Article 20 – Insurance and liability. Legal observation: request to add following clause:

*“Notwithstanding anything to the contrary in this Agreement, any Statement of Work or Purchase Order or any other document signed between the Parties regarding the subject matter of this Agreement, either prior or subsequent to this Agreement, in no event shall either party be liable for any loss of profits or revenue, loss of business or loss or inaccuracy of data or for any indirect, incidental, special, exemplary, punitive or consequential damages incurred by the other Party. A Party’s liability for damages, if any, whether in an action in contract or based on warranty, in law or equity shall not exceed total amount of fees paid to Contractor by WIPO under a particular Statement of Work or Purchase Order during the preceding six (6) months from the event causing damage.”*

A: No, there is no justification for adding this clause.

26. Attachment a3 Page 6 of 7 – Point 1 under the heading Time & Cost Estimates – Does the vendor need to provide the resource commitment of different stakeholders – both vendor and WIPO or only the total man months effort for vendor will do?

A: Workload estimations for your resources and for WIPO staff are requested.

27. What is the tentative start date of the project?

A: Within 90 days from the deadline for submission, per clause 12 of the invitation letter.

28. What is the tool being planned for the CRM Application ? Is it PeopleSoft CRM or Siebel CRM.

A: This has not yet been decided.

29. To what extent has WIPO already identified and segmented its business processes (e.g., Procure to Pay, Quote to Cash) and to what extent have process owners been clearly identified?

A: As part of the existing PeopleSoft implementation many processes have been identified. Process ownership tends to be based on functions being responsible for parts of a process (Purchase Orders, Payments, etc) rather than ownership of the full end to end process, such as Procure to Pay.

30. Can WIPO please provide any further specific indication of the level of time and commitment from the process owners (or comparable stakeholders) for the project?

A: Stakeholders are willing to provide as much time and commitment as needed.

31. What level of authority for decisions to change or modify existing policies and processes do the process owners have?

A: Process Owners are free to propose changes / modifications. However, these need to be approved by the appropriate authority, especially if there are legal implications or impacts on regulations approved by the member states.

32. To what extent can the selected vendor expect to rely on the individuals with "PeopleSoft and ERP skills and competencies" that exist within WIPO? Can WIPO please say more about what skills already exist for what specific technology areas?

A: WIPO has an internal support function who provide technical and functional support, as well as ongoing enhancements to the system. Additionally, many users at WIPO have been using PeopleSoft for many years (both within and outside of WIPO) and therefore have excellent skills and competencies. All of these individuals will be available to provide input / answer relevant questions.

33. How would WIPO describe its level of business requirements documentation and is this kept up to date? Can one use existing requirements documentation to drive potential AR/BI de-customization analysis? What documentation is available to support the current state and the prior implementations?

A: WIPO has a reasonable library of documents, having already successfully executed a number of PeopleSoft projects. The documentation does describe why some customizations have been implemented and therefore could potentially be used to help analysis.

34. There is a note that "delivered functionality has been customized in all these modules". Please outline top ten (outside of AR and Billing) customizations.

A: The top ten customizations depends whether you mean the ones that took the most effort to develop, the most effort to maintain or the ones providing the most benefit. Generally customizations are not made to the core product and cover things such as: Purchase Order output, Programme Managers reports (run from a set of custom tables updated nightly), queries / analytical reports, save edits (to prevent certain combinations of data on transactions), interfaces with external systems such as travel, tools to load data (such as vendor invoice information from Excel), purchase requisition approval routing / rules and bank reconciliation.

35. What assumptions can be made as to the expected amount of de-customization? For example, is there a goal to drive out a significant amount of customizations or is the preference to carry most of the customizations forward?

A: Where possible customizations should be retired, especially where features in the newer version of PeopleSoft or in additional modules can be utilized.

36. For areas where new functionality will be deployed, please convey the degree of process design / reengineering that is needed. For instance, for Succession Planning, does a solid approach / process already exist today or does it need to be created from scratch? For performance management, do forms, rating scales, etc. need to be completely re-designed?

A: For areas where new functionality will be deployed it should be assumed that process design / reengineering will be needed to allow WIPO to utilize the best practice functionality pre-built into the product.

37. Please describe high-level transaction/data counts:

a. Number of bills and open items per month?

Average of 1900 bills a month and average of 3400 open PR items a month

b. Number of Vendors? Customers? GL Accounts?

29700 active vendors, 54500 active customers, 621 active GL accounts

c. Number of Invoices/vouchers per month?

Average of 1500 vouchers a month

d. Number of purchase orders/requisitions per month?

Average of 1250 POs a month and 1150 Reqs a month (since Jan 2010)

e. Total number of assets? How many asset books are configured?

35900 Assets and 3 asset books

f. Total GL journals processed per month?

Average of 1650 GL journals a month

g. Total users per module?

Total super-users (configuration owners per module) 72 users of Finance Modules (AP, AR, BI, GL, CC), 329 users of PO, 3 users of AM

38. Please provide the distribution of current and estimated new end users by location. We realize this may be difficult to determine, so any level of detail that can be provided would be helpful on the estimated number of users, organization, function, position/role and location who are considered members, customers, stakeholders, donors etc.

A: The internal users will be largely based in Geneva and we expect the user base to grow to 1300 (as each staff member will eventually need some kind of access to their HR data). We also have offices in Rio de Janeiro, New York, Singapore and Tokyo. In each of these offices there are 1 or 2 users. Other offices may be opened by WIPO in the future in new locations. Stakeholders, in particular member states, who will eventually need some form of access to information / reports, currently cover 184 countries.

39. On page 33 of the Terms of Reference, WIPO sets out 10 points or characteristics regarding the 'profile of resources expected'. For this initial phase of the project, to what extent is business process design skills and experiences also required and will any weighting be applied in evaluating bidders' capabilities against these characteristics?

A: The profile of resources expected section provides an overview of the main skills and experience WIPO believe are needed. Inherent in these, but not specifically mentioned, are many other skills and experience that the bidder will need in order to fulfill the services required under the RFP. Evaluation criteria weightings are not disclosed by WIPO.