Category	ID	Questions	Answers
Purchasing	I.001	Could you please provide a rough size of the volumes of the Purchased requisitions lines /Purchased orders lines that have been generated by IOL in this timeframe? Annually?	Please refer to the *IOM Procurement Snapshot*
Purchasing	I.002	Is procurement centralized for IOM or is it done independently by different countries/geographies	The Global Procurement and Supply Unit in Manila does procurement for all offices globally. However, procurement in IOM is still mostly decentralized. Countries are defined by Purchasing Organizations and country offices/sub offices are defined by Purchasing Group.
Purchasing	I.003	From what we understand, 90% of purchases, has to be translated it into material codes, while for the remaining 10% are content to trace the purchase at the level of commodity category. Could you specify if those percentages refers to the value of the purchased or to the number of order lines?	The percentages pertain to the value of the purchasing spend. Just to clarify that the expectation is to be able to identify the materials associated with 90% of the spend and create as specific codes while the remaining 10% can be created as generic material codes.
Purchasing	I.004	Is data migration included? If yes, is it limited to purchasing data?	Data migration is NOT included in the task. There will be no migration of purchasing transactions involved, only the creation of new material codes. Even then, the consultant will only handle the preparation of the upload files and the PRISM Team in Manila will perform the actual upload. (II.010)
Purchasing	I.005	What is included into the historical data (i.e. open PRs/POs rather than ordered PRs or invoiced POs)?	Historical data pertains to all raised Purchase Orders for the period specified. This will be only be used to analyze the specifications indicated in the purchase order texts. (As current material codes are generic, the users input the specifications on the text field). These specifications will be used to come up with the specific material list/catalog that will eventually be uploaded by the PRISM team into SAP. Historical data may also mean going through some FI entries that should have gone through the PO process. This will be provided subsequently.
Purchasing	I.006	Are all purchases via standard purchase orders recorded in the system? Do you have a goods reciept recorded for all purchases? Do you perform any direct FI entry for purchased items?	Not all purchases are via POs and direct FI entries are also used to record purchases. You will receive the full list of purchase orders for the specified period. For FI entries, we will share the entries that you need to sift through as they will only be limited to certain cost categories (exclude payroll, overhead etc)

Category	ID	Questions	Answers
Purchasing	I.007	Do you have an approximate number of vendors and beneficiaries that IOM deals with. Also do you have pre-agreed standard catalogued items with external suppliers?	We can provide the full list of vendors but please note that the vendor management and procurement of IOM is very decentralized. While there is a global vendor list and a Global Procurement and Supply Unit, each country office can do their own procurement and can maintain their own vendor list in the system which could range from 20 suppliers to hundreds. Pre-agreed standard catalog of items is available for certain departments such as IT, NFI items etc
Material Master	II.001	Please indicate how many materials are codified as of today. Also, do you have a broad classification of all the materials and services dealt with by IOM. How many different types and classes of materials are currently managed (i.e. raw materials, technology equipment, food etc.)? Please share any list that would have been created so far.	*Please refer to the Material List*
Material Master	II.002	Which is the percentage distribution of commodities managed inside or outside of the system can be categorized? Should the commodities managed outside the system be included in the reorganization too?	Please refer to the *IOM Procurement Snapshot* and *Material List* for those managed in the system. Materials maintained outside the system will be part of scope and will be shared accordingly. They have their own mapping to the generic Material List maintained in SAP.
Material Master	II.003	As reported into the paragraphs B. (Background of the project) "*IOM has a limited list of standard items and these are also not specific in its material catalog.*" Could you please provide a rough size number of standard and non-standard items that is managed?	IOM's material catalog contains an est of 240 material codes excluding transport, which is out of scope. Of this, an est of 40 are standard items. The latter are in the catalog because of a specific project (Global Stock) but there are other standard items per department that need to be added to the list. This should be done in the course of stakeholder engagement by the consultant.
Material Master	II.004	Do you keep materials in your inventory. If so, approximately what percentage of the overall number materials are kept in stock.	Yes. About 40 material codes are for inventory. Refer to II.003. However, IOM has mission warehouses with their own systems that maintain their own specific catalog. These are currently not reflected in SAP.
Material Master	II.005	We understood that the scope of the activity involves the mapping of the Basic data and accounting view of the SAP material master. If you could please clarify if the other views/data of the material master (i.e. Purchasing, sales, controlling etc.) are part of the current scope, as indicated in points 1c & 1d of the paragraphs 1. (Architecture of material master data).	The est 240 material codes involve the Basic Data, Purchasing View and Accounting view of the SAP Material Master. Among the 240, there are about 40 Material codes for the Global Stock project that have additional/specific plant information. Such materials are mapped to the Inventory account in the balance sheet while the rest are mapped to P&L.

Category	ID	Questions	Answers
Material Master	II.006	Which is the difference between "materials" and "commodities"?	Materials encompass goods (commodities) and services. Scope of the project is for all materials
Material Master	II.007	Could you please provide a sample set of the material master data that you have maintained in the system? If its only texts, a sample for that also would be helpful.	*To be shared separately as a Sample Material List*
Material Master	II.008	What attributes are currently captured in the material master data or in the description	*To be shared separately as a Sample Material List*
Material Master	II.009	Do you have a list of standard terms that are usually used in the material description	*Please refer to the Material List*
Material Master	II.010	Please confirm that the creations in SAP of the new identified master data is not part of the activity required to the bidder and therefore will be managed by IOM personnel.	The consultant will not directly handle the system creation as this will be managed by the PRISM Team in Manila, but the consultant will prepare the files for mass upload of the material codes in the system. (I.004)
UNSPSC	III.001	As reported into the paragraphs d. (Hierarchy/structure) "*The consultant must consider the UNSPSC structure/mapping in preparation for the linkage to the UNGM platform.*" What is the currently use do (if Any) currently of the UNGM? Is there any working interface between PRISM and the procurement portal or will it be predictably put in place?	None. But this is part of the system transformation plan IOM will be integrated in the UNGM platform in the next 2 years
UNSPSC	III.002	Should the UNSPSC codes be stored as references into the new IOM material master data?	Not necessarily but consultant should ensure that a mapping can be provided to the UNSPSC in preparation for the future integration
UNSPSC	III.003	When is the integration with UNGM platform planned?	Estimated 2020 (to be confirmed)
Scope of Work	IV.001	Should the air transportation be considered in scope for a further phase or should be considered out of scope at all?	Not part of the scope of this project at all as this is handled separately by another department
Scope of Work	IV.002	IS the SAP system a central instance for whole of IOM or do you have multiple instances - e.g. for different geographies or countries? If so, how many instances of SAP are there in the IOM ERP landscape.	SAP is the central ERP system for all IOM offices. There are, however, external systems not linked to SAP. Their material catalog will be provided to the consultant separately.
Scope of Work	IV.003	Do you have inhouse capabilities or tools to analyze large amounts of data using algorithms.	There are currently no algorithms in IOM available to analyze data.

Category	ID	Questions	Answers
Scope of Work	IV.004	Where is the ICT team and Finance team located?	To recap the resources involved in the projects: Geneva (Headquarters) The project is under the overall supervision of the Chief of Procurement and Supply. The Chief of Accounting and ICT Business Relationship Manager are also based in Geneva and will need to be consulted on their relevant areas in the course of this project. The Supply chain analyst, based in Geneva, will serve as focal and enable coordination and implementation of the project. Manila The Global Procurement and Supply Unit, under the GPSU Head, manages (and performs) procurement globally. They are also responsible for the maintenance of the material master data and can provide inputs, information on processes and data, if required. The SAP (PRISM) team consists of the Functional Analysts, Business Analysts, and developers. The Financial Services unit is also based in Manila and handles finance and project-related review and analysis. The PRISM Central Support Unit (PCST), which handles master data in general, is also a part of this Unit.
Scope of Work	IV.005	Is "Asset management" module the "Asset Accounting" SAP module (FI-AA)?	Yes. Asset management is interlinked with Materials Management and FI. Please refer to the Material List
Scope of Work	IV.006	As reported into the paragraphs D. (Scope of the Services) "*In Addition, the material code restructuring will affect all the other Procurement and Supply Chain Management processes and tools, therefore, the deliverables should be produced with such consideration in mind...*" It would be possible to have a list of processes and external systems which could be impacted by this change?	Please refer to the *IOM Procurement Snapshot*

Category	ID	Questions	Answers
SOP	V.001	Which are the expectations about operating procedures definition? Is it a support for procedures drafting or the request is to prepare all the documents on our own and deliver them as a proposal of the best practices concerning operating procedures?	The expectation is for the consultants, based on best practices and after understanding IOM's processes (gained from the documentation and engagement with stakeholders) to develop standard operating procedures. These SOPs should be fit for purpose and fit for use in the IOM context.
SOP	V.002	Please clarify the request about "tools and process for material requisitioning". Is it related to material master management responsibility within IOM, including initial support to buyers and requisitioners?	As material requisitioning will be part of the scope of the overall MM process, the consultancy will involve suggestion of tools and platforms to enable a streamlined and efficient workflow. Tools may include master data governance applications that can fit seamlessly into the existing process. The consultancy will also involve preparation of SOPs for materials requisitioning, including (but not limited to) assigning responsible units to maintain and support buyers/requisitioners and specifying said units' end-to-end detailed tasks.
Implementation	VI.001	As reported into the paragraphs 3. (Implementation and Change Management Plan), *"The consultant must make recommendations for the decommissioning of the old materials, if needed, including cutover procedures, in coordination with the PRISM Team in Manila*." Could you please specify if there is a specific timing for decommissioning of the old materials? If yes, how long it should take?	As a result of the new material design, the old material codes will be decommissioned. Timing should be coordinated with the PRISM team in Manila. The consultant's part will be to ensure that the decommissioning process is smooth from an implementation and technical standpoint. This means ensuring a transition to the new material codes, ensure that no errors are encountered at cutover period, taking into account Open POs (open MIGO and MIRO), open PRs, reversals, possible valuation issues (for inventory materials), etc. If such errors will be encountered, SOPs must be developed as to how these should be handled. If possible, a regression test plan can be developed with the PRISM team to ensure that all scenarios are captured and tested.

Category	ID	Questions	Answers
Implementation	VI.002	How many users are currently using SAP system? How many users will be using SAP or will be impacted by the project after material master reconstruction? Can you confirm their distribution between Geneva and Manila offices?	All IOM users have access to the SAP (PRISM) system in varying capacities. Everyone has basic access to the Portal for Employee Self-Service Functionalities. Please refer to the _IOM Procurement Snapshot_ for the number of IOM staff. The new process will impact the users globally--both procurement and non-procurement users. The SAP users affected by this project will be the procurement staff in all country offices, admin centers and HQ (estimated 400) and the various requisitioners in all these offices (indeterminate). Requisitions Currently, the requisition process is done mostly manually so the number of requisitioners cannot be determined (anyone can be a requisitioner at this point) and they have no visibility on the materials in the system. However, further on into the Procurement and Supply Chain project where requisitioners are supposed to select from the new material catalog in the system, all requisitioners will essentially be SAP (MM) users and will therefore be affected by this project. Procurement and Supply Chain Functions Procurement, Logistics and Warehouse users (est 400 staff globally), in the course of their functions, will be affected by this project.
Implementation	VI.003	Please clarify the expectations about the global rollout. Should other countries (besides Switzerland and Philippines) be included in the implementation plan? If yes, how many additional countries will be object of the rollout?	To provide a background on the structure--IOM has 1 HQ in Geneva and 2 Administrative centers in Panama. There are 9 Regional Offices under which there are about 400 country offices. We aim to roll out the new material codes to all the offices in IOM globally.

Category	ID	Questions	Answers
Reporting	VII.002	What are the end state use cases/ objectives in terms of reporting requirements based on material attributes that you want to achieve.	Material Master restructuring should enable the following: - Materials procurement planning - Detailed spend analysis per material and material type, vendor, plant, purchasing organization, etc. - Formulation of long-term agreements based on spend analysis - Material valuation/accounting (for Inventory) Potential future scope could include: - Quality Management - Warehouse Management - Batch management
RFP	VIII.001	With regards to the FPF 4 (Breakdown of Remuneration per Activity), please note that we do not find correspondence between the title of the form and the related table, in which there is no column referred to project activities. Furthermore, footnotes are not linked to a corresponding text and "Form TPF 8", mentioned on note 1, is not included in the RFP documents. In view of that, could you please confirm that in the Form FPF 4 we should include only the names of each professional involved, the related position and month-rate, without mentioning any project activities? Moreover, could you please provide us with Form TPF 8 or clarify if not applicable?	In section FPF 4 indicate only staff name, position and monthly rate. Instead TFP 8, it shall be written TPF 6.
RFP	VIII.002	We assume that part of the services my be delivered on-site (i.e. Geneva / Manila) or off-site (i.e. from our premises), depending on the tasks/necessities: please confirm such assumption.	Interviews and constant collaboration with stakeholders will be needed. Work can be completed offsite and we leave it to the consultant to suggest the methodology to complete the project. We recommend at least some travel onsite and if so, please indicate cost accordingly in the proposal