



International Organization for Migration (IOM)
The UN Migration Agency

Business Transformation Enterprise Resource Planning (ERP) Platform

Introduction and Background Materials for an
Expression of Interest (EOI)

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1 Introduction

1.1 Document Purpose

The purpose of this document is to provide the context, provide background information, and pre-qualify bidders as an Expression of Interest (EOI), and for qualified bidders to support the subsequent Request for Proposal (RFP) process for a new ERP platform and related technologies/services. Response templates containing the prequalification criteria for this EOI are provided as Annexes to this document.

1.2 About IOM

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners.

With 173 member states, a further 9 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

The IOM Constitution recognizes the link between migration and economic, social and cultural development, as well as to the right of freedom of movement.

IOM works in the four broad areas of migration management:

- Migration and development
- Facilitating migration
- Regulating migration
- Forced migration.

IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

In 2016, IOM became a Related Organization of the United Nations (UN) and as such is increasingly harmonized with UN standards of financial management, procurement, human resources management, country team operations, and integrated results reporting.

For full information, please see iom.int.

1.3 About this EOI

This Expression of Interest (EOI) aims to provide prospective bidders the background information on IOM and its project objectives, and to prequalify bidders based on commercial and functional scope compliance. The intent of this EOI is to determine high-level suitability upfront. Interested ERP providers that meet the prequalification criteria of this EOI will be provided with the detailed tender documentation for the Request for Proposal (RFP).

1.4 About the Subsequent RFP

IOM is seeking to identify supplier(s) to provide it with an Enterprise Resource Planning (ERP) platform that shall include core ERP functionality as well as an integrated reporting and business intelligence capability.

2 Current Situation

The Business Transformation (BT) was born from the Internal Governance Framework (IGF) reform process, which began in 2019. In mid-2019 an assessment was conducted to analyze the current situation of the traditional Enterprise Resource Planning (ERP) scope of business processes and data management.

IOM's ERP system, known as PRISM and based on software from SAP SE, has been operational at IOM in varying levels of completeness since 2006. One of the key findings of the aforementioned assessment was that despite this large implementation project, PRISM was largely a functional "lift and shift" from older systems into the SAP solution. In other words, there was great effort put into customizing the SAP solution to meet IOM's historic ways of operating. The ironic result was that PRISM remains very manual, with approvals and other critical business processes still conducted on paper. This situation leads to great inefficiencies and the inability to apply modern risk management and performance analysis tools to IOM's operations¹.

On the contrary, the Business Transformation was conceived to be business-solution driven and to leverage new technologies and best practice instead of repeating another "lift and shift" scenario. This process commenced in January 2020 with ERP suppliers providing detailed information and general product demonstrations to an IOM audience comprising HQ, administrative center and field staff as part of a Request for Information (EFI) process. Now that future business models and associated requirements have been captured, this Request for Proposal (RFP) is being conducted to find the best fitting, best value solution to support IOM's future vision; leveraging work other UN agencies are doing as applicable.

3 Project Key Principles

The Business Transformation initiative, and the IGF overall, are seeking to refresh aspects of IOM's support and administrative functions to increase their efficiencies, the organization's overall transparency and responsiveness, simultaneously streamlining and strengthening organizational controls; all with the aim of enhancing the impact of IOM's programmatic work.

As the future ERP platform will be the key instrument through which these principles are delivered, it is critical that the future solution embodies and can support these ideals.

3.1 Design with Field Missions at the Forefront

The BT process areas broadly focus on resource management and other support and administrative functions, which are necessary but not sufficient to deliver the results of IOM's mandate. Future ways of working should envision field Missions, emergency operations, and other departments as customers of these services, where the objective should be to make these processes as efficient as possible to reduce the administrative burden on the field and increase the predictability and responsiveness of these services. This result should have the additional benefit of freeing up field staff to focus more on operational delivery as well as analyzing results.

3.2 One IOM

One of the key attributes crediting IOM's success is its entrepreneurial culture and responsiveness to addressing the needs identified by host countries and donors in its field Missions. IOM field Missions are likened to a "franchise", where the IOM mandate and authority are the framework used by Chiefs of Mission to deliver the projects required to meet local needs. However, the best franchising models are based on one global system of operating, with the flexibility to meet those local needs.

¹ The COVID-19 pandemic, where many IOM staff needed to work from their homes, highlighted the operational risks from so much of IOM's business relying on manual, paper-based processes.

A key result of the Business Transformation shall be one set of operating models, business processes and related support systems globally. This goal will ensure consistency across operations while minimizing training costs, easing staff rotation, and reducing unexpected occurrences.

3.3 UN Harmonization

In addition to the principle of “One IOM” is the principle of “One UN”. UN agencies are being called upon to work in an increasingly collaborative manner, led by the advent of the UN Sustainable Development Cooperation Framework (UNSDCF) for joint programming on UN Country Teams (UNCT).

In addition to the desire for increased joint programming is the push by member states for agencies to share what are known as “back office” functions, including areas such as due diligence of partners, accounts payable, payroll, sourcing and procurement, and other areas where agencies have similar needs in shared operating locations. Through UN Reform, the United Nations Sustainable Development Group (UNSDG) is keen to leverage back-office synergies and scale in part by using new standards for Business Operations Strategies (BOS) across all UN entities on UNCTs.

The future ERP platform will need to be able IOM to operate to operate in this joint manner, just as global supply chains integrate with suppliers’ suppliers and customers’ customers.

3.4 Remove Manual Work from Processes

Currently, many aspects of business processes, especially those relating to approvals, are done manually through paper, outside of a system. With modern enterprise solutions and their indelible audit trails, these manual approvals shall be fully digitized or further streamlined through rules-based approval automation, simultaneously leading to more efficient processes having both quicker turnaround times and tighter controls.

A core principle of business transformation is to examine every business process and determine where manual work can be eliminated, through the use of automated tools, machine-to-machine integration, or the outright elimination of process steps. A corollary to that principle is to reexamine business models to ensure the future way of performing a support function is as efficient, economical and responsive as possible given performance targets.

3.5 Streamline Approval Processes

Related to [Remove Manual Work from Processes](#), streamlining of approval processes will be one of the primary ways in which business processes are simplified. This part of the BT will be tightly integrated with the Delegation of Authority (DoA) and Segregation of Duties (SoD) aspects of the IGF. With business processes fully digitized and analytics used to monitor business transactions systematically, IOM seeks to leverage both ex-ante controls (positive approval processes for a transaction) and ex-post controls (monitoring for unusual or exceptional transactions that have occurred, providing an opportunity to take corrective action).

3.6 Emphasize Planning and Preparation in Business Model Designs

Many traditional business processes are executed in reaction to an event. While many of these events are unplanned for good reasons – especially in IOM’s line of work – many could be planned in advance. The investment in up-front planning is worthwhile if the cost to do so is less than “downstream” savings opportunities, or the preparation would enhance the performance of other strategic goals, such as emergency response.

3.7 Integrated Design

Future business models, processes, and systems shall be fully integrated within and across functional areas where touch points exist. The integrations at various levels that IOM seeks to achieve through this project, with brief examples, include:

- Business Model Integration: Project planning is integrated with HR and Procurement planning.
- Business Process Integration: Receiving a physical asset into an inventory location should automatically execute all related financial transactions.
- Intra-system integration: System solutions shall employ integrated data models (physical or logical from the users' perspective) so one version of the truth exists explicitly in the systems.
- Inter-system integration: The future IT platform(s) will likely comprise different modules or systems; the overall future solution shall integrate these systems so users have one place to perform a given task as much as is practical and feasible.

3.8 The Originator of an Event Enters the Data for That Event

All data for a business process originate from somewhere, and typically the source is a person. The future BT designs shall ensure one-time data entry so the need for duplicate data entry in multiple places is eliminated (in part related to [Integrated Design](#)). This notion is also related to the person having the information entering into the system directly. One example includes a staff member updating their personal data; instead of filling out a form or sending an email which would result in secondary data entry in a system by clerical staff, the staff member should be able to enter that data directly, and an automated workflow process initiated in the system to control the quality and approval of the record change.

This principle could be extended to external party interactions, such as suppliers entering their own invoice data, donors viewing their reports online via a secure donor portal, etc.

3.9 Pick the Best-fit Solution(s) – Then Minimize Changes

The BT Project has been designed to sequence the definition of these to-be business models and associated high-level requirements prior to the selection of the future platform. The rationale is that how IOM wants to operate should be clearly defined at a level sufficient to determine the technologies best suited for enabling that vision.

However, the project team is taking care to ensure that the initial future or “to-be” designs should not be too proscriptive. The reason is that most of today’s ERP solutions are delivered with an array of best practices in terms of business processes, reporting and analytics, and IOM seeks to profit from this availability.

When implementing the system, **the rule will be to use the standard process delivered in the selected platform(s)** and to focus on fulfilling the business requirement in the most feasible, optimal manner. All process owners will strive to use the selected platform as delivered and future detailed process design should be based on the delivered processes and transactions of the system. Exceptions to this standard will be allowed for reasons of statutory or similar requirements, or where the selected solution does not fulfill a requirement. Exceptions will be managed through the project’s existing governance mechanisms.

3.10 Solution Technology Principles

This section contains the principles that shall be followed governing information technology decisions on the project.

3.10.1 Increased Usage of/Reliance on Cloud Computing

As a principle, IOM’s ICT strategy is “cloud first” in order to benefit from these trends and to continue transitioning to a “resource light” approach to managing the aspects of technology that are necessary but do not directly add to IOM’s value proposition. The BT will be aligned with this strategy.

3.10.2 Emphasis on Configuration-driven Software Platforms

IOM is prized for its responsiveness and the ability to adapt to changes in its many operating environments. As more of its operations become digitized, its business applications will not only need to avoid impeding this responsiveness, but further enable it.

As such, IOM will be seeking configuration-driven/low-code solutions that bridge the gap between functional and technical experts and enable a more tightly coupled approach for the business to manage their operations.

4 To-be Objectives

This chapter provides context to define the objectives IOM is seeking to achieve through this platform selection RFP and subsequent solution implementation.

4.1 Removing Work through the Streamlining and Digitization of Business Processes

The primary objective of this project is to support the delivery of a much more streamlined and efficient business operations. IOM seeks a platform to cover more fully its process scope in an effort to provide integrated process and information models and minimize the need for bespoke applications and components.

IOM intends to achieve the maximum digitization of its processes, adopting process integration and automation features, digital signatures, and digitized audit trails in support of the IGF and its eventual specification as a detailed Internal Control Framework (ICF).

While we are seeking a configuration-driven flexible model in line with Software-as-a-Service (SaaS) best practice, IOM aims to employ standard best practices by using as many delivered processes (e.g., those processes and transactions delivered as a standard part of the solution) as possible.

To enable the adoption of digitized process models, the platform is also expected to make available:

- Digital signature features (native or via plug-ins);
- Fully configurable, preferably graphically-managed, workflow models and streamlined mechanisms for approvals (email, mobile, etc.);
- Plug-in integration with office productivity services such as Microsoft Office 365;
- Integration with partners (such as suppliers) via web portals and machine-to-machine integration functionality;
- User roles definition based on processes access privileges and limits of operations;
- Extensive usage of digital information representation and audit trails.

4.2 Elimination of Technical Operations

IOM is seeking to acquire its next generation ERP platform as a service (SaaS; PaaS if the potential solution scope is wider than the ERP application alone). In this pursuit, IOM is seeking a “pure” SaaS solution versus a traditional on premise, single-tenant solution provided as a hosted service. The rationale for this preference is that by adopting a pure, modern SaaS solution, the platform is expected to allow ease of configuration, high availability and frequent updates without the need for technical operations activities. In summary, IOM seeks to focus on managing its business operations, not technology infrastructure.

4.3 Minimize Training Requirements and Maximize Productivity

Because IOM regards this project as enabling a business transformation first and a technology project second, the impact on the user community will be significant. ERP systems manage hundreds of

transactions underpinned by sometimes complex rules, and as a result preparing for business change, training and ongoing support are key to making an implementation project a success. The last thing a project of this complexity needs is a software solution that adds to these challenges through an unintuitive, inefficient user interface.

To that end, it is expected that the future ERP platform will provide a consumer-like User Experience (UX). Users frequently complain that the applications they use in their personal life are much better designed than their office productivity tools; the future ERP platform should address this complaint directly.

The expected characteristics of a future platform include:

- Self-evident navigation, that makes it clearly apparent how to navigate to processes and transactions of interest;
- Work queues and other information of interest presented in way that makes discovery absolute;
- UX that is role-aware, minimizing information on the screen that is not of interest to the current user and providing context-related information and functionality;
- Analytics and decision-support tools that are integrated into transaction processing;
- Clear understanding of business processes and where particular transactions are in a process;
- A generally “fresh”, consumer-like experience throughout the system, that reduces end-user anxiety to explore and consequently increases the desire to interact with the system.

4.4 Integrated Business Intelligence (BI)

One of the reasons that data are not used more frequently in decision making is that to integrate and process transactional data into useful insights, and to make those useful insights available at the time of decision-making with zero to low cost to “discover” the relevant insights, is that ERP and Business Intelligence traditionally have been two discrete processes.

Furthermore, while ERP process scope typically focuses on managing the financial, staff, goods and service operational “inputs” and activities, in the UN context, they rarely support the capabilities to manage the full chain of results that lead to managing the outputs of projects and outcomes of the programme of work.

Following on from the theme to provide a significantly improved UX, extending this notion of usability and integration to BI (including reporting and analytics) shall include these characteristics:

- Being able to produce reports and graphical representations from individual information domains as well as integrating them in complex views (e.g., purchase order lead time analysis, synthesizing data for attribution by (for example) fund and donor, thereby integrating 3 information domains - procurement, budget, donors/grant);
- Business operations monitoring available through features that allow to monitor process flows, receiving alert for determined conditions without the need to rely on systems technicalities, and available for the usage by end-user;
- Compelling and insightful ways of presenting analyzed data that increases the ability of users to comprehend what is being presented and the willingness to use it;
- Context-sensitive linkages from process summary pages and individual transactions into related reports and analytics.

A final key point regarding the synthesis data: while intra-ERP domain integration is absolutely essential, so is the ability to integrate information models from sources external to the ERP. While it

will be important for ERP domain models to be able to be extensible to handle non-ERP data to create a fully-integration view of business operations, it will be similarly important that the full range of ERP data be exportable (via bulk methods or web services) to enable the usage of third-party analytic platforms if required.

4.5 Minimize Implementation and Maintenance Costs

This goal will be in part met if IOM is successful in adopting delivered business processes of the selected platform. But changes will be required in the forms of workflows, form changes, extensions, reports/analytics, etc., and these types of customizations shall as much as possible be supported via configuration, and not require custom programming. In addition, these types of customizations, when done per the rules provided by the solution provider, shall be encapsulated from patches and version upgrades to the SaaS platform.

While all ERPs are customizable, historically ERP implementations have included large amounts of custom development. We are seeking the possibility to define the behavior of the system at large by configuration, rather than software development. It is assumed that process libraries will be delivered, from which best practices can be chosen and aligned with the IOM's future Internal Control Framework (ICF), to reduce overall complexity and minimize the need for custom built components.

Finally, not only should the platform be configurable as defined above, but the configuration tools themselves should readily understood by trained business process owners, not just IT resources. The rationale for this is an objective of this project to further strengthen the concept of business process owner in IOM, and operate a controlled and self-documenting setup where the business takes on an increasing responsibility for maintaining their own business processes in the platform.

4.6 Leverage a Flexible Enterprise Account Structure Configuration

Because IOM is seeking a SaaS solution, it is critical that the solution's accounting model can be extended through means of configuration that do not break when updates are applied. Specifically, we are looking for a design of an Enterprise Account Structure that connects processes and their data to structural dimensions representing the Enterprise.

The mandatory elements (dimensions) of such a model that should be managed through standard features of the system shall include:

- Chart of Accounts (CoA) with the possibility to specify account codes for the GL, AP, AR, Assets, special purpose (e.g., Staff) and (potentially) parallel structures to support consolidated balance sheets. Accounts should be hierarchically organized allowing tree-based consolidation or simple grouping (specific behaviors of this element are defined in the section related to requirements)
- Funds: To allow budget allocation with a level of granularity defined by configuration parameters. Funds should be hierarchically organized allowing tree-based consolidation or simple grouping (specific behaviors of this element are defined in the section related to requirements).
- Cost element/account: To allow the allocation and control of budget amounts, cost elements should be defined to enable the behavior of budget control at different levels of granularity, based on system configuration. It should be possible to logically associate cost elements to GL account codes. Cost elements should be hierarchically organized allowing tree-based consolidation or simple grouping (specific behaviors of this element are defined in the section related to requirements).
- Organizational structure: To represent IOM organizational units and geography. Organizational units should be represented in hierarchies, groups or matrices.

- Segments: Corresponding to the definition of International Public Sector Accounting Standards (IPSAS) (see requirements section for details about their usage).

The EAS shall also be extensible through the creation of additional dimensions, to classify further every business object (i.e. project, material, staff, financial figure, customer, vendor, etc.) or event (journal voucher, materials documents – goods receipt, goods issue, stock transfer, etc., donation, procurement document, etc.). Such dimensions shall be able to be:

- Defined via configuration;
- Structured in hierarchies or groups;
- Connected by “consistency links” so to be able to derive the value of a dimension when others are given (e.g., fund value for a project, cost element and GL code for a material, fund codes for an organizational element);
- Consistency links should also be definable using configuration parameters;
- Available in reports and charts;
- Preserved in updating the system.

4.7 Support a Flexible Data Model Extension and Workflow Configuration

Similar to the EAS principles discussed in the previous section, IOM seeks an ERP technology platform that can be configured to optimize our business processes. While a goal of this project is to find a solution where processes and transactions can be used as out-of-the-box as possible, there will most likely be the need to customize workflows and extending the data fields of objects in the system.

4.7.1 Workflow Management

Workflows govern the steps of a business process, including the chaining of steps in a logical order (potentially with conditional routing), alerting users/roles they have tasks to complete, and requiring approvals, among other items. While each “micro-level” transaction is expected to be the delivered standard, how the transactions flow and the connections between process steps is expected to be customizable through configuration. This configuration, provided it is done in accordance with the platforms standards, should not be “broken” when upgrades are applied to the platform.

Examples of modifying workflows include adding/deleting steps and differentiating the flow based on process parameters such as material to be procured, financial dimensions, or limits of responsibility. Ideally, there would be a graphical, self-documenting way in which to manage the comprehensive set of business processes activated in the solution.

In addition, there ideally would be the possibility to define new processes (not delivered) using the standard workflow engine (mechanism) built in the product.

4.7.2 Data Object Extensions

Each delivered object in the ERP platform should be able to be extended through configuration; these extensions should not break when updates are applied. This primarily includes extending standard objects with additional data fields that shall be persisted in the data layer and made available via the user interface, in reports, charts and APIs once defined and enabled.

In addition, ideally the system would allow the creation of custom data objects that relate to delivered data objects. For example, if the platform delivered a “Project” object (e.g., for project costing or professional services automation), then a 1-to-many related object containing Project Results should be able to be created.

The need for these extensions is due to UN agencies needing to manage related data that is typically not necessary in traditional public sector or commercial organizations. A technical objective of this

project is to reduce external bespoke systems and consolidate as much of support and project management processing inside the ERP as practical.

4.8 Application and Partner Integration via a Comprehensive Web Service-based API

It is expected that target ERP platform will integrate using a web services API. IOM does not yet have an Enterprise Application Integration (EAI) or API management standard, but will develop this standard with the ICT Division as part of this project. The business objective of this integration is to ensure seamless overall solutions for IOM's business processes that will rely on ERP transactions or data, but not be able to be performed within the ERP platform itself. The outcome should be a fully integrated enterprise architecture.

Therefore, the platform we are seeking is expected to provide:

- Full web service API-based integration, covering the full range of supported transactions, especially those exposing transactions defined by traditional Electronic Data Interchange (EDI) approaches, to enable integration with external parties (e.g., vendors, implementing partners, freight forwarders);
- Expose APIs to allow basic operations on data (both standard or custom), or on the related business objects;
- Expose APIs to allow triggering of ERP processes from outside (e.g., start the processing of an invoice using parameters produced by an OCR solution);
- Allow to define a step in a process/workflow as a call to an external API, synchronously or asynchronously (e.g. create a payment request to an external shared service center);
- Expose APIs to call an ERP business function from outside (e.g., creation of a donor agreement incoming from a CRM system);
- Allow the mass processing of data incoming from external processes (e.g., sharing data with the external UN pension fund manager);
- Use user profiling when deciding if to allow the call/receipt of the API request, based on the defined user privileges.

The API calls should be:

- A standard definition provided by the ERP platform;
- Configurable without the need to write code;
- Able to be monitored and managed without the intervention of a systems administrator, using a monitoring dashboard/cockpit.

4.9 Sustainable and Frequent Upgrade Model

A key business objective of the project is to transform and then continuously improve IOM's business operations. In order to maintain that focus, the SaaS approach is the preferred model, with the full technical infrastructure and software platform delivered, operated and maintained by its provider.

While delivery models can vary widely, some of the characteristics IOM is seeking include:

- "Sandbox" environments in addition to production for development, test and potentially other instances; with the ability to transport configuration, code and reference data changes from development through production;
- The ability to disable/enable product features if they are not necessary or are not ready to be deployed within IOM;

- The option to control the timing of when patches and major releases are applied to the production environment to ensure adequate time for regression and new feature testing;
- A balanced release schedule – frequent enough that defects are remedied in a responsive manner (i.e., “patches”), but not so frequent that too much effort is required for regression testing and other preparatory activities (i.e., new releases). It would be expected, for example, that blocking defects would be remedied within one week; other patches related to defect remediation would be bi-weekly or monthly, and upgrade releases would be scheduled 2-4 times/year.

5 Functional Project Scope

5.1 Plan-to-Report (P2R)



This core, cross-cutting chain contains the processes and steps required to support the delivery of IOM’s projects and integration with the resources used to deliver those projects. The key process areas include programme and project planning, budgeting, project design, endorsement, activation and execution, monitoring, evaluation/results recording, and multi-stakeholder reporting.

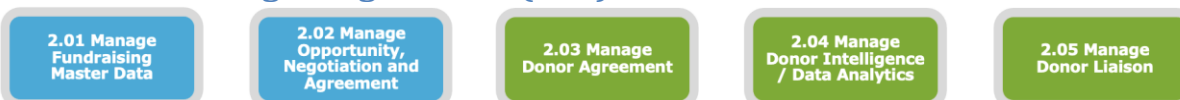
This process will integrate the functionalities of IOM’s bespoke (SharePoint-based) PRIMA project management system with the future ERP (e.g., with its Projects/Project Costing and controlling capabilities), and ensure that end-to-end process and data integration is achieved. The requirements of this end-to-end process will be critical in driving the requirements of dependent processes and functional areas.

5.2 Manage Risks (MR)



IOM continues to develop its Risk Management capabilities. A core component of its development roadmap is to utilize Enterprise Risk Management (ERM) and Governance, Risk, Compliance (GRC) capabilities of the future ERP system as a cornerstone of its risk management strategy.

5.3 Fund Raising-to-Agreement (F2A)



The Fund Raising to Agreement process actually involves two large process areas having an important integration:

- Fundraising and Partnership Development: Using Customer Relationship Management (CRM) techniques, these processes will be used to manage stakeholder, prospect, and donor master data, opportunities for fund raising, partnership development, and other relationship management activities, from sourcing and managing the “opportunities” (competitive calls for

proposal and donor funding opportunities), carrying out due diligence and partnership vetting, to the conclusion of agreements including donor agreements, partnership agreements (MoUs), or other business objectives.

- Grants and Agreements: For Donor Agreements involving cash and other contributions, this process shall record the terms of an award (or grant) in a structured manner that allows for downstream control of funds usage and concludes with the executed agreement through an integrated contract lifecycle management mechanism.

An important consideration to make this process transformation successful is to integrate various underlying solutions to form one integrated end-to-end approach where the various IOM roles can work from their primary system while still having visibility across the full process chain. These integrations will include the solution selected for CRM (IOM is currently piloting Salesforce.com, but will consider ERP-native CRM modules as a potential long-term solution), the PRIMA project management system (which generates the project proposals that form the basis of most funding needs and ultimately donor agreements), an integrated Contracts solution to generate the contract (Donor Agreement), and the future ERP to manage the rules of the grant, the establishment of funds, and preparation for the receipt of cash.

5.4 Finance-to-Manage (F2M)

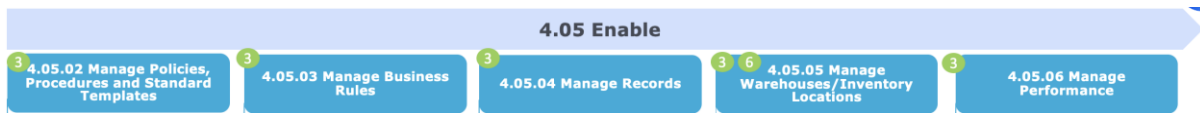


The key finance process stream includes accounting, budget control, and treasury, with an emphasis on Public Sector (IPSAS) and other UN-specific requirements. As a global organization, strong multicurrency management and reporting is paramount. F2M is the core of any resource management system and includes process areas of master data management (including the chart of accounts and enterprise account structure needed for multi-stakeholder reporting and analytics), accounting and controlling, and treasury and bank management. It also includes all processes associated with cost allocations, financial closing, asset management (financial), and everything else to ensure that IOM’s financial books are complete and accurate.

Note that IOM currently uses the Treasury Management System (TMS) from Coupa, to manage its cash and investments, and is also using it for integrated bank communications for payments and reconciliation (this is a work in progress). As part of this RFP, IOM seeks to understand the treasury management capabilities of the core ERP and the future strategy (all ERP, all Bellin, or a hybrid approach) will be determined based on the Treasury Management capabilities of the selected ERP platform and other considerations such as cost and complexity.

5.5 Manage Supply Chain (SCM)



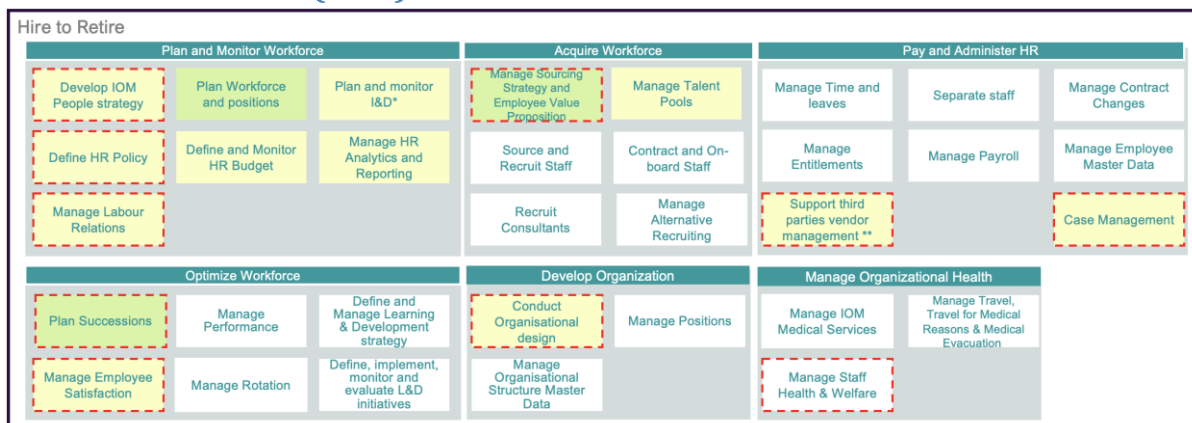


IOM’s Supply Chain covers the identification of the need for goods and services through the delivery of those goods and services to the designated recipient, whether an internal user or an IOM beneficiary. The key process areas include planning the goods and services needed to support operations, determining the best sources for those required items that meet operational needs at the best total landed cost, managing the process from the specific request for an item through its agreed delivery point, managing the inventory of goods including physical warehouse management as applicable, distribution of goods, and tracking and maintaining IOM’s physical assets.

A key subset of this overall process is “Req-to-Pay”, or the initiation of a purchase requisition, determination of the source to fulfill the requisition, issuance of a Purchase Order (PO), inbound shipment tracking, financial and physical receiving of ordered items, quality control, and invoice management (accounts payable). Related processes include the put away and distribution of stored items into/from inventory locations, including central/global stocks, and supplier management including supplier evaluations. IOM is seeking ways to improve integration with our partners’ operations, especially through the use of a Supplier Portal to help digitize Procure-to-Pay transactions, including accounts payable automation.

It is envisioned that a distribution from an IOM inventory location would integrate with “last mile” distribution tracking of items provided to beneficiaries; this integration is part of the BT scope but the actual beneficiary tracking processes are not.

5.6 Hire-to-Retire (H2R)



This process stream covers all aspects of human resources management, including organization and position management, recruitment, staff onboarding, personnel administration, performance management, talent development, payroll, expense management, and related master data management. This process area will need to be integrated tightly with staff assigned to projects to ensure project costing is as accurate and can be managed as efficiently as possible.

Hire-to-Retire should address all contract modalities of human resources used by IOM, including staff, consultants, and other contracted forms of the contingent workforce – regardless of contracting modality. The project has the goal to enable holistic management of human resources even as contracting modalities vary and require different financial treatment or payment mechanisms.

5.7 Manage Legal Services (MLS)

For the purpose of this RFP scope, the MLS process area focuses on integrated Contract Lifecycle Management (CLM). Currently, CLM is a very manual process, using email for routing and file systems for archiving contracts. IOM is making progress on CLM, notably through the piloting of a CLM system

based on technology from CLM Matrix (subsidiary of Wolters Kluwer) that relies on Microsoft SharePoint 2016. To date, 41 agreement types (and associated business rules and workflows) have been setup in the system and a pilot conducted in 10 Country Offices.

As part of the ERP RFP, IOM seeks to evaluate the CLM solutions available natively in the ERP platform. Notably, we are looking for tight integration for “smart contracts” in the areas of Suppliers and Donors (Grantors) as a priority, as well as general CLM capabilities and a flexibility to integrate with other contract-related ERP transactions (such as asset disposal, premises leases, etc.).

Depending on the capabilities of the ERP’s CLM module, IOM would consider a number of possible scenarios, including switching to the ERP CLM module for all agreements, focusing on Supplier and Donor agreements in the ERP and all others in the existing piloted solution, or continue using the piloted solution and building bespoke integrations with relevant ERP transactions.

5.8 Travel Management (TM)

IOM spends a significant amount on travel, both to support operations with staff travel as well as directly to beneficiaries via migrant movements. In either use case, the end-to-end scenarios are complex and time consuming. As part of this tender, we will explore Travel and Expense management capabilities native to the ERP platform, and have a strong preference for a native module or a prebuilt integration with an external T&E cloud-based solution.

5.9 Manage Facilities

IOM is based in over 450 locations (plus approximately 150 warehouses) in over 160 countries. In some cases, IOM “hotels” in common UN premises and in other cases it rents or (uncommonly) owns the premises it occupies. In all cases, there are financial and contractual elements to manage, and in many cases the facilities need to be maintained. IOM is seeking basic facilities management capabilities to track locations, contracts, costs, and other attributes related to our facilities. This could be accomplished via native ERP functionality, extensions to location master data management, or integration with an external simple solution.

5.10 Manage Fleet

IOM manages its own fleet of vehicles in most locations. There is no standard way in the organization of managing and tracking vehicles or managing fleet operation, although some larger operations have adopted bespoke or packaged solutions. In this RFP, IOM will evaluate what is offered with the core ERP platform, but may also investigate options that integrate with the core ERP platform.

6 IOM Business Characteristics and User Counts

IOM currently has a workforce that varies depending on any given year’s set of projects and budget; currently IOM has approximately 16,000 staff at any given time; the range being mostly applicable to short-term contingent workers on IOM projects. The table below provides a range of business and user metrics that should cover most cost drivers used in sizing ERP licensing/subscriptions.

Metric	Current Value
Annual Budget	USD 2.13 billion (2019 Annual Report)
Number of Staff/Staff Equivalents	16,255
Number of Contingent Workers/Non-Staff	Estimate 7,000
Number of Payrolls/Month	Approximately the same as the Number of Staff
Number of Purchase Orders	100,000 (2020) – Suppliers Only
Value of Purchase Orders	\$780M – Suppliers Only

Number of Suppliers	40,000 active suppliers (estimated)
Number of Warehouses/Inventory Locations	148
Number of Recruitments/Year	Between
Number of “Professional” Users: users that operate budget, finance, supply chain, HR, projects, etc.	480
Number of “Self-service” users: staff data updates, time/leave management, purchase requesters, travel requesters, management approvers, etc.;	Total Number (incl. Professional Users): 16,041
Number of budget planners/submitters	Total Number (incl. Professional Users): 12
Number of budget consolidators/analysts	Total Number (incl. Professional Users): 15
Number of reporting and analytics users	Total Number (incl. Professional Users): 217
Number of projected Supplier Portal users (suppliers and implementing partners, for the purposes of this exercise they are the same, just different contracting modalities)	Implementing Partners: Suppliers: 40,000 Total:
Number of Contracts/Year	~20,000
Number of envisioned system administrator users	6-10
Number of envisioned development users	10

If your company uses any different metrics for license/subscription pricing for the likely solution scope requested, please provide these metrics/subscription drivers as part of your response to the EOI. A more detailed breakdown by user/module will be provided in the RFP.

7 Indicative Procurement Schedule

This schedule is indicative and subject to change at the discretion of IOM. The result of this process may or may not result in the award of any contracts or agreements.



Task	Indicative Dates	Responsible
Publish ERP EOI on UNGM	30 April 2021	IOM
Bidders respond to EOI, deadline	17 May 2021	Bidders
Interested + Qualified Bidders Provided full RFP Package	End of May - June 2021	IOM
Bidders Conference (week of)	June 2021	IOM/Bidders

Written Proposal Responses Due	End June / Early July 2021	Bidders
Scenario Demonstrations and Evaluation	Mid Sept 2021	IOM/Bidders

Submission Requirements and Reminders:

- The period for questions/ clarifications closes on **11 May 2021 at 16:00 PM (Manila Time)**. Please send all your queries to Mr. Lorenzo Lucas PEREZ (llperez@iom.int)
- The Closing Time (deadline) for submission of EOI responses is **17 May 2020 at 15:00 PM (Manila Time)** and sent to gpsubids@iom.int.
- All EOI responders should use templates provided in the attached EOI Bidders Form.