**Business Management System Support  
Application Management Services**

**Terms of Reference**

**IT Platforms Support**

**Country/Unit Name**

**HQ/IMT**

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# PURPOSE OF THE TERMS OF REFERENCE

These Terms of Reference (“TOR”) for a dedicated Application Management Services contract are issued pursuant to WHO Request for Proposals reference ***RFP\_2024\_053\_BOS\_IT Platforms\_Support******LTA*** (the “RFP”). The purpose of these TOR is to define the scope, pricing and other detailed information for the Services that the Contractor shall provide to WHO as Managed Services, to deliver Core Support services for the WHO Business Management System (BMS) as its next generation ERP.

To carry out the following work of Application Management Services (AMS) of WHO’s BMS solution. The Contractor is expected to:

* Provide service fulfillment, functional and technical support, as well as maintenance on level 2 and level 3 support, for the BMS solution as per agreed Service Level Agreements (SLAs).
* Maintain all existing integrations using MuleSoft, and develop new integrations on-demand, while following industry good practices with regards to data management (catalogues, models, security, etc.).
* Take responsibility for knowledge management related to BMS applications by the means of industry good practices and collaboration.
* Advise and execute quality assurance to automate testing and ensure high level of quality of both the release and the support of the business capabilities delivered using the BMS solution.
* Keep up with the upgrades of the BMS platforms and propose how the new functionalities brought forward by the cloud providers could improve WHO business or support through the regular release cycles.
* Implement enhancements of the solution based on business demand.
* Develop and support new or existing reports using native reporting solutions of the BMS platforms.
* Report on the performance of the Application Management Services and provide industry best practices, tools and methodologies to make continuous improvements to the system, its support and related business processes.
* Advise and support WHO’s effort to achieve a mature support model, on both the governance and execution, that will build efficiencies in the organization, support the release of new business capabilities, make economies of scale or scope, achieve synergies across the platforms and the support services.
* Perform full transition of the core support services to a new vendor or WHO upon termination or completion of the contract.

# BACKGROUND

## The IMT department

The Department of Information Management & Technology (IMT) develops systems and capacities to enable WHO and its technical units to deliver our public health agenda. We support our colleagues across the three levels of WHO (HQs, Regions and Country Offices) through projects that leverage technology and improve the Organizations performance.

IMT’s aim is to ensure a coherent, advanced and scalable enterprise architecture, that enables current and future systems and platforms to work together, in a sustainable and cost-effective way.

## The BMS Solution

The Business Management System (BMS) is the next generation ERP being implemented by WHO. A dedicated program was established to integrate best of breed and cloud based solutions available on the market. This sections provides additional information on the architecture of the solution, the application landscape and their integrations, as well as the support approach to run and continuously improve the solution post Go Live.

### The BMS Architecture & Technical Scope

The following appendices provide information on the architecture of the BMS Solution as follows.

* Appendix B1 - Reference Architecture BMS platforms.pdf, provides a high level architecture of the Cloud based systems and related services.
* Appendix B2 – Platforms purpose, provides a high level description of the purpose of each Cloud based platform within the BMS solution.
* Appendix B3 - BMS Platforms Environment.xlsx, provides the tenants and other details of the environment.

**Important notes:**

Oracle EBS version 12.2 and a corresponding Oracle WCC version will be integrated into the BMS ecosystem for supporting mainly Finance and Payroll, in an integrated fashion with the other BMS platforms, although there is no reference to it in the architecture diagrams. Nevertheless, although it is part of the ecosystem, Oracle, as well as Appian and Salesforce are out of scope for this BMS Support ToR,

The scope of platforms for the AMS provider is therefore including Workday, One Network, SAP Concur, Cvent , and MuleSoft (see Appendix B2).

On the other hand, although they are documented in the reference architecture, Bizzdesign, Azure AD, Azure DevOps, Kainos, Prism, Playwright, Coupa, Power BI, Lemon learning are all platforms that are expected to be used by our BMS support teams, but not required to be supported by the AMS provider as platforms (see appendix B2).

Oracle, Salesforce and Appian are out of scope of these ToR. Nevertheless, the vendor is expected to work in close collaboration with third parties involved in supporting these platforms as part of the BMS ecosystem.

### Business Capabilities and Application Landscape

The appendix B4: Business Capabilities vs. Application Landscape provides an overview of how the different key platforms of BMS are supporting the business Operations. There are few points that should be noted while considering the diagram:

* Finance/Payroll will be supported by Oracle EBS rather than Workday
* SPM components are all part of a single application developed onto Salesforce
* CEM is another integrated application developed on Salesforce
* HIIS/SHI is a third party application developed outside BMS and integrated to it using MuleSoft. It is therefore out of scope.

The BMS solution is therefore supporting key business operations of the WHO including: Human Resources (HR/HCM), Finance (FIN/FNM), Procurement (SUP/Supply), Program Management (PRP/SPM), Resource Mobilization (CEM), Travel & Expenses (Travel management), Meeting & Events (MEM).

Overall, the BMS solution would support the following count of business processes:

|  |  |
| --- | --- |
| Business | # Processes |
| CEM | 38 |
| FIN | 183 |
| FIN/SUP | 47 |
| HCM | 323 |
| M&E | 8 |
| PAY | 12 |
| SPM | 30 |
| SUP | 97 |
| Travel | 14 |
| Grand Total | 752 |

WHO counts about 14’000 users. In 2023, WHO issued 64,000 purchase orders and dispatched 7000 shipments. There was 128,000 travel requests processed the same year and more than 3,000 events.

### Integrations

BMS is using MuleSoft for integrating its platforms as well as with 50+ satellite third party applications. There are currently 312 integrations using MuleSoft and more are expected to be developed with an estimated 500 total integration points. The following appendices provide more insights into the integration landscape of BMS:

* Appendix B5 - Reference Architecture BMS Integrations: provides an overview of the integrations across BMS

Note: the list of integration is not exhaustive and is meant to provide the bidders a means to assess the complexity of the ecosystem to allow them to take a relevant approach in their proposal.

### Timeline

Appendix B6 – BMS Integrated Timeline provides a high level estimated plan of the deployment of the BMS applications. To date, the estimated Go Live date of BMS is (subject to change) on the 1st of July 2025 for all key platforms.

## BMS Support

### Support structure and volumetry

WHO uses a 4 tier support level following ITIL standards. See the high level and generic description in Appendix A1.

The estimated number of support tickets for incidents and service requests is estimated at 5,700 tickets per year, with the following distribution per business line:

|  |  |
| --- | --- |
| **Business Line** | **%** |
| Travel | 15% |
| Finance | 20% |
| Human Resources | 30% |
| Payroll | 8% |
| Procurement | 13% |
| Program | 14% |
| Total | 100% |

Besides, releases coming from the supply side are expected to be cadenced as follows when considering the releases:

|  |  |
| --- | --- |
| **Platform** | **Release per Year** |
| Workday | 2 |
| One Network | 1 |
| CVENT | 12 |
| SAP Concur | 12 |
| Salesforce | 3 |
| MuleSoft | 12 |
| Coupa | 3 |
| Appian | 4 |
| Azure Data Factory | 4 |
| Azure DEVOPS | 4 |
| Azure Storage | 4 |

There was in average 220 changes requested for the former ERP solution per year with all changes combined (new release, minor or major enhancements, upgrades, patches, etc.).

WHO is using ServiceNow as a corporate ITSM system to manage incidents, problems, service requests and change requests. It is also used to create dashboards for monitoring the support activities.

### Knowledge Management

Technical knowledge includes all information relevant to the technical workforce involved in the development or the support of the solution. It ranges but is not limited to architecture, code repository, configuration, audit trails, troubleshooting steps. It is meant to achieve that the technical knowledge of individuals is captured on an institutional level and accessible or disseminated efficiently and effectively. WHO uses several repositories and tools for capturing and maintaining technical knowledge such as Bizzdesign for architecture, ServiceNow for CMDB and knowledge base articles, GitHub for code repository.

Functional knowledge addresses users on how to use the tool. It includes all user guidelines in various formats to foster user adoption and reduce the number of inquiries to the support. WHO uses SharePoint Online for publishing user guidelines and Lemon learning as a digital adoption platform (DAP).

### Quality Assurance

Quality assurance is used mainly for test and monitoring automation to support the maintenance and support or the release processes. It is performed mainly by the means of Kainos for Workday, or using Playwright on MuleSoft. Other platforms use native QA frameworks (e.g. Appian) and others need to build capacity for QA (e.g. Salesforce). WHO currently envisions to use Playwright as a standard for its corporate platform wherever possible.

### Release Management & Enhancements

No matter if a change to a system is initiated by the releases of new features by the cloud providers, or if it is triggered by an enhancement request from the Business or IT in WHO, WHO uses a change control mechanism following ITIL standards through the means of a Control Advisory Board for all of its corporate platforms. Given the complexity of how dynamic the BMS solution is expected to be, IMT envision establishing a dedicated release management process dedicated to it.

The release methodology usually follows a DevOps approach and the tools being used are based on the Azure DevOps workload or those provided by the natively by the BMS platforms.

### Reporting and Data Management

The BMS solution includes reports related to several business streams and based on native reporting solutions. Their count is estimated and distributed as follows:

|  |  |  |
| --- | --- | --- |
| Platform | Stream | Expected reports |
| WD | HCM | 103 |
| WD | SUP | 32 |
| ONE Network | SUP | 38 |
| KAINOS | SUP | 6 |
| Oracle | FIN | 274 (TBC) |
| Salesforce | SPM | 79 |
| Salesforce | CEM | 26 |
| SAP CONCUR | T&E | 35 |
| CVENT | M&E | 25 |

# Requirements

This section summarizes the key requirements of WHO towards the service delivery of the AMS providers with regards to the core support services for the BMS solution.

## Core Support Services

The objective for the AMS provider is to deliver support on Level 2 and Level 3 for the platforms in scope. Level 1 is handled by WHO Global Service Desk located in Kuala Lumpur and level 4 is referring to the Cloud providers. The AMS providers is therefore expected to liaise with L1 and L4 and take an end-to-end approach in his proposal for the BMS core support services.

Therefore the activities of the AMS provider include all activities that are not handled by L1 or L4. The following paragraphs aim to provide more details on the scope of work for L2 and L3 for each of the core support services.

**Support, maintenance and reporting**

The primary objectives of the support and maintenance are:

1. Service availability: uptime and service availability to keep business disruptions to minimum.
2. Speed of service and issue resolution: responding and resolving issues effectively in a timely manner.
3. User experience: deliver a positive user experience towards user satisfaction.
4. Scalability and flexibility: Ensuring the support can scale and adapt to changing business needs and growth.
5. Continuous improvement and business alignment: Identifying and addressing potential issues before they impact the business. Improve operational efficiencies with predictable cost and cost efficiency improvements.

The activities of the AMS provider include, but are not limited to:

1. Work and Manage inquiries received via email, phone, chat, or ticketing system.
2. Answer how to questions and usage of the system.
3. Acknowledge and respond and resolve tickets as per agreed SLA.
4. Isolate, diagnose, and fix BMS development or configuration related issues.
5. Assist and troubleshoot the flow of data to and from the BMS applications across the IT landscape.
6. Workflow or escalate tickets as relevant and actively participate in issue troubleshooting and resolution, as necessary.
7. Perform BMS administration and configuration tasks.
8. Perform User administration (including user creation, permissions, etc.) and other system related service fulfillment.
9. Execute routine data loads.
10. Monitor usage and adoption.
11. Monitor and manage potential service disruptions.
12. Develop proactive monitoring and maintenance using automation, incl. AI.
13. Operational Reporting: provide reports for regular status updates of the support operations (per application). The report is to be presented to relevant WHO IMT staff (application specific) and are expected to be developed in ServiceNow.
14. Vendor Performance Reporting: provide a regular SLA and overall performance report to be presented to IMT teams. These reports should be based on a combination of sources such as ServiceNow or potentially ALM solutions such as Azure DevOps.
15. Native reports: create, edit, and manage reports and dashboards using native BMS platforms, to be consumed on a self-service basis by business or IT stakeholders, providing valuable insights and analytics to support decision-making and drive business decisions.

**Quality Assurance**

The primary objectives of the QA Competence Centre are:

1. To ensure the highest quality standards in the technical support and maintenance of the ERP system.
2. To provide a centralized hub for QA best practices, methodologies, and tools.
3. To facilitate continuous improvement and innovation in QA processes.
4. To ensure seamless integration and operations across multi-cloud environments.
5. To ensure seamless deployment of new features and implementation of enhancements.

The activities of the AMS provider include, but are not limited to:

1. Quality Assurance Planning: Develop and maintain QA plans, strategies, and frameworks.
2. Testing and Validation: Conduct comprehensive testing (functional, non-functional, performance, accessibility, security, AI augmented testing, etc.) of the system and its integrations.
3. Automation: Implement and manage automated testing tools and processes.
4. Compliance and Standards: Ensure adherence to international QA standards and regulatory requirements that are found applicable.
5. Performance Monitoring: Continuously monitor and report on the performance and quality of the system.
6. Incident Management: Support incident and problem management processes to resolve quality-related issues.
7. Training and Development: Provide training and development programs for QA personnel.

**Knowledge Management**

The primary objectives of the QA Competence Centre are:

1. Accuracy and Consistency: : Providing consistent and accurate documentation to ensure uniform responses to user queries and troubleshooting activities.
2. Error Reduction: Minimizing errors by following documented best practices and solutions.
3. Self-Service capabilities: Enabling users to find answers to their questions through a comprehensive knowledge base, reducing the need for direct support.
4. Support scalability: Ensuring the support system can handle a growing number of users and support requests efficiently, or facilitating the training and onboarding of new support staff through well-documented procedures and knowledge.
5. Preserving Expertise: Retaining valuable knowledge and expertise within the organization, even when key personnel leave.

The activities of the AMS provider include, but are not limited to:

1. Standard Operating Procedures (SOPs): Creating and maintaining SOPs for common issues and resolution tasks for support staff
2. Technical Specifications: Documenting and maintaining technical specifications, including but not limited to system architecture, data models and integration points, platform configuration, code, business requirements and users stories.
3. Release Notes: Creating detailed release notes for each update or new feature, highlighting changes, improvements, and known issues.
4. User Self-service resources: Developing comprehensive user online resources (e.g. FAQs, user guides, video tutorials, step by step guides using Digital Adoption Platform, etc.) that facilitates self-service support, user adoption.
5. Centralized repositories and standards to store knowledge content, such as, but not limited to, CMDB, data catalogue, knowledge base, user portal.
6. Dissemination channels: Combining different channels to ensure effective and efficient communication to the relevant audiences.

**Release management**

The primary objectives of the QA Competence Centre are:

1. Business value: release new features that introduce new business capabilities or improve the existing ones.
2. Quality and Performance: ensure that new releases do not degrade system performance nor disturbs business or support activities , and detect and fix defects early, ensuring high-quality releases.
3. Accelerated delivery: use automation and standardized processes to reduce the time and effort required for release activities, and enable faster delivery of new features and updates to meet business needs.
4. Risk management: Identify and mitigate risks associated with releases and implement mitigation strategies. Develop and maintain contingency plans to ensure business continuity in case of release failures.

The activities of the AMS provider include, but are not limited to:

1. Release Planning and Coordination: define the strategy for different types of releases (e.g., phased rollouts, canary releases, etc.) and the criteria for selecting the appropriate strategy. Manage release roadmap, schedule, and key release milestones across all projects.
2. Environment Management: set up and maintain the necessary environments (development, testing, staging, production) and Ensure that each environment is configured correctly and consistently, while monitoring their health and performance.
3. Data Migration: Manage data migration activities as part of the release process, ensuring data integrity and minimal disruption.
4. Deployment management: implement and manage automated deployment tools and processes to ensure efficient and error-free releases. Use Blue-Green Deployment where applicable or define and implement rollback procedures. Plan and govern best practices for release lifecycle including version controls, branching and code merges. Package and deploy custom configuration and code.
5. Security and compliance: Integrate security practices into the DevOps pipeline (DevSecOps) to ensure that security is considered at every stage of the release process. Use automated tools to perform compliance checks and ensure that releases meet regulatory and security standards.

**Integrations**

The primary objectives of the managing BMS integrations are:

1. Performance: ensure that data flows smoothly and efficiently between systems, especially for real-time integrations, to maximize applications performance and user experience.
2. Data Synchronization and Consistency: Ensuring that data across all integrated systems is consistent and up-to-date for maintaining a single source of truth, reducing errors, and seamless data exchange between the application or platforms.
3. Security and Compliance: Ensuring that data transfers are secure and comply with relevant regulations, maintain a high level of data integrity.
4. Scalability and Flexibility: The integration architecture should be designed to scale with the organization's needs.
5. Support third parties applications: managing the integration includes supporting third parties developers for integrating their application with established standards, ways of working, and data catalogues.

The activities of the AMS provider include, but are not limited to:

1. System Monitoring and Maintenance: Continuously monitoring the integrations to ensure optimal performance. This includes checking for any anomalies, performance bottlenecks, and ensuring that all components are functioning from an end to end perspective.
2. Incident Management and Troubleshooting: Addressing any issues or incidents that arise, such as system errors, integration failures, or performance issues. This involves diagnosing the root cause and implementing fixes to restore normal operations.
3. Implement Integration Flows: This involves of designing and creating data flows that define how data moves between the BMS components and/or other applications, including mapping out data transformations and routing, and using API-Led connectivity. Integrations can follow real-time or batch processing.
4. Data Transformation and Mapping: is used to transform and map data and metadata between the platforms and applications formats, ensuring that the data is correctly interpreted and utilized by the receiving systems.
5. Security and Compliance: Ensuring that data transfers are secure and comply with relevant regulations is critical. This involves implementing encryption, masking, access controls, and regular audits to protect sensitive information.

## Platform Requirements

In addition to the above, the following appendices provide more detailed information on the support requirements per platform that the bidders shall take into consideration for elaborating on their offers:

* Appendix B7 – Workday Support Requirements
* Appendix B8 – MuleSoft Support Requirements
* Appendix B9 – OneNetwork Support Requirements
* Appendix B10 – SAP Concur Support Requirements
* Appendix B11 – Cvent Support Requirements

## Hours of operations

Support resources are to be available from 9:00 GMT+8 to 18:00 GMT+1 Monday through Friday, every day except for WHO official holidays in HQ Geneva.

Additionally, the vendor must ensure resource on-call availability to address critical priority issues on a twenty-four (24) hour a day, seven (7) days a week basis, including holidays.

## Cybersecurity

WHO requires vendor resources to adhere to WHO’s Cybersecurity policies and procedures. Resources will be provisioned and required to utilize WHO accounts (WIMS, multifactor authentication, etc.) to access all WHO systems/applications. Furthermore, resources will be required to complete mandatory Cybersecurity training.

Vulnerability test may be conducted on a regular or ad hoc basis by WHO cybersecurity teams or mandated partners. The vendor is requested to contribute to remediating vulnerabilities found on the technologies in scope, as well to resolving cybersecurity incidents.

The proposed solutions shall comply with WHO Cybersecurity RFP Recommendations –  see Appendix C3 Cybersecurity RFP Recommendations. Please check the box next to each recommendation to indicate your compliance. Please, provide reasonable evidence in support to your statement of compliance (i.e. certificates, product documentation, audit reports, etc.)

## Governance

WHO request the vendors to elaborate on the governing processes they would recommend to implement to jointly manage the BMS support with WHO.

## Staffing

In their proposal, the bidders are expected to elaborate onto the structure and location of their support teams involved in supporting the BMS solutions across all and each platform to effectively deliver high performing support services. It should provide sufficient details on:

* The roles and responsibilities of the teams (using the LTA profiles) and their members within, to articulate all expertise required and identify key positions in their support structure.
* The sizing of the teams involved and the composition of dedicated staff or shared resources, with an estimated head count of dedicated resources.

WHO requires its AMS providers to enable a flexible support structure. Such flexibility should be achieved at minimum using the 3 following abilities. Proposals should confirm which of these abilities the AMS provider has, with commitment on lead times, or elaborate on the capacity of the vendor to develop these abilities over time.

* Core team scaling: ability to allow scaling up or down their core team to adapt to structural evolutions of the support due for instance to an increase of scope or volumes.
* Focus shifting: ability to shift efforts from support activities to enhancement activities (or the other way around) to allow the core support team to continuously improve the solution with releases and enhancements following the lifecycle of the product, for reducing the need for ad hoc projects to inject innovation.
* Core/Flex resources: ability to augment the core team with ad hoc resources to temporary adjust capacity or complement expertise with talents available from a pool of resources.

The AMS provider is fully responsible to manage absenteeism to ensure seamless operations across the support services to achieve business continuity. Continuity of resources across the duration of the project is expected. If a need arises to replace or backfill an associate for a period longer than 2 weeks, the AMS provider will agree with WHO on the replacement before onboarding. A proper hand over period shall be conducted for all new resources in a seamless manner and at no cost to WHO. If the individual performance of a key resource is deemed unsatisfactory to WHO, the AMS provider shall appropriate corrective actions to remediate the performance or propose a replacement to WHO.

Resources are expected to maintain certifications relevant to their specific tasks/duties.

Services are primarily to be delivered remotely from nearshore or offshore locations.

All resources should be fully fluent in English (spoken and written). Fluency in WHO’s other official languages (Arabic, Chinese, French, Russian and Spanish) is an asset but not required.

## Performance

Service Level Management (SLM) processes establish clear service delivery standards, providing the means to objectively measure how well IMT is meeting business requirements. A major component of SLM is the Service Level Agreements (SLAs). The SLAs define each service provided by the IT organization, including the deliverables, the details of each service provided, and how service delivery performance is measured using ServiceNow. The SLAs and related definitions are listed in Appendix A4. The vendors are expected to specify their commitment to each of the support and release management SLAs, and advise on the targets they would envision to achieve as KPIs for the quality assurance and value generation, by dully filling and returning the template in A4.5 as part of the technical envelop.

On a monthly basis, the Contractor shall provide a report to WHO describing the performance of the services as compared to the Service Level Targets. The report shall contain no less than the following information: (a) actual performance compared to the Service Level Targets; (b) the cause or basis for not meeting the Service Level Targets; (c) the specific remedial actions the Contractor has undertaken or will undertake to ensure that the Service Level Targets will be subsequently achieved; and, (d) any credit due to WHO.

Failure to meet the agreed SLA targets will trigger service credits and may result in termination of the agreement. Driving principles:

Service Credits for Non-Compliance: Credits are applied progressively (up to 15% of the monthly cost) based on the number of non-compliant months within a rolling twelve-month period, ensuring accountability for service disruptions.

Earnback Opportunity: Vendors can recover credits by achieving sustained SLA compliance for three consecutive months, provided no additional breaches occur within the same rolling twelve-month period.

Discouraging Recurrence: Repeated non-compliance triggers higher credit percentages, incentivizing consistent performance and systemic improvements.

Transparent Governance: Requires detailed reporting, root cause analysis, and collaborative reviews to ensure accountability and alignment with performance objectives.

Termination for Repeated Breach: Repeated failure to meet SLA targets may result in termination of the agreement. WHO shall have, in addition to any other rights and remedies under this Agreement or at law, the right to immediately terminate the contract where the vendor fails to meet Service Level Targets for four months during any twelve month period.

In order to measure the required SLAs, WHO will give access to the configured ticketing tool which can generate the required SLA measurement data.

The SLA enforcement date will start from the steady state. Commencement of steady will be mutually agreed.

## Assumptions

It is assumed that WHO will have a Platform owner for each of those composing the BMS solution, as well as a product owner and a technical lead for each application (or business workstream), to engage on a continuous basis with the Vendors and streamline the communication on the WHO side.

The vendors are requested to explicitly list all of their assumptions for their proposal and detail what is expected from WHO to deliver to enabling the vendors to deliver the AMS services for the BMS support.

# Timeline

WHO requests the vendor to propose a timeline from contract signature to the beginning of the steady phase that would provide details for minimum the following phases:

* Onboard: staffing the teams and the enable members with WHO accounts with access to the relevant systems.
* Hypercare and knowledge transfer: how would the vendor get up to speed to begin taking over the support of BMS.
* Stabilization: how long would it usually take for such deployment (Appendix B6) to get to a steady state to begin measuring performance.

Vendors are requested to provide detailed information on the activities to take place during these phases, and explicit their assumptions. Vendors shall also describe what they are expecting from WHO. Vendors are invited to complement this high level approach with more details.

In the event the vendor would not commit to meet the estimated BMS Go Live date (see section 3.3.3 of the RFP), they are encouraged to propose alternative scenarios specifying what could be achieved within this time frame with associated risks and mitigation plans.

# Payment schedule

Payments will be released by WHO against the satisfactory provisioning of services, and according to WHO accounting rules (as defined in the Statement of Work between the vendor and WHO).

Below are the monthly payment schedule for the core team.

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Frequency** | **Date** |
| Completion of Steady state | Monthly | First week of following month |