

Annex II

To Request for Proposals N° PCD/08/048



Response Requirements

for the

MAPS / DMAPS / IMAPS MODERNIZATION

Service Oriented Architecture (SOA) software and services

Table of Content

EXECUTIVE SUMMARY	5
1.1. General Information About Bidder.....	6
1.2. Company Background.....	6
1.3. References.....	6
1.4. Alliances with Other Companies	6
SCOPE OF YOUR OFFER.....	7
C3–WSENABLEMENT – APPLICATION MIGRATION TOOLS.....	7
1.5. Architecture illustration of the solution for C3_WS Web services creation.....	7
1.6. Short description of the solution.....	7
1.7. Migration approach.....	7
1.8. Specific requirements.....	8
1.9. Technical environment and open standards.....	9
1.10. Development environment (change)	10
1. Development studio (IDE)	10
2. Life cycle management.....	11
3. Interoperability after conversion	11
4. Refactoring.....	11
5. Configuration and application management.....	11
1.11. Production environment (Run).....	12
6. Infrastructure and technical architecture	12
7. Portability.....	12
8. Administration.....	12
9. Security	12
1.12. Training and consulting services	13
1.13. Individual tool features and requirements.....	13
1.14. Evolutionary developments of the proposed tools.....	13
C3_BPM&RIA: REQUIREMENTS	14
1.15. Architecture and approach	15
1.16. Specific requirements for BPM, BAM, RIA and Reporting	15

10.	Form management (screen)	16
11.	Ad hoc User Reporting Management	18
12.	Process orchestration engine	18
13.	Process (workflow) design	21
14.	Collaborative workflow management.....	25
15.	Task and groupware management	26
16.	Process Monitoring and analysis (BAM)	28
17.	Security Management.....	29
1.17.	Technical and open standards requirements	30
18.	Technology platform.....	31
1.18.	Development environment & collaboration (definition or change)	33
1.19.	Production environment (Run)	34
19.	Infrastructure and technical architecture	34
20.	Portability.....	34
21.	Administration.....	35
1.20.	License, installation, support, training and consulting services.....	35
22.	Product licensing.....	35
23.	Installation.....	35
24.	Support.....	36
1.21.	Individual tool features and requirements.....	37
1.22.	Planned developments of the proposed tools	37
C2_POC: REQUIREMENTS		38
1.23.	Structures of the project teams (development).....	38
1.24.	Supervision and coordination	38
1.25.	Proposal for expert services	39
1.26.	Recommendation for the optimal lead time of POC	39
1.27.	Evaluation and sizing of the project.....	39
1.28.	Systems development methodology.....	40
1.29.	Production life cycle support and monitoring	40
1.30.	Structure of the support group(s).....	40
1.31.	Evaluation and Pre-Proof of Concept Assignment	41
CONTRACTUAL CONDITIONS		42
FINANCIAL OFFER		42

Response to the RFP Document

This annex summarizes the form and content of the information that the bidders shall provide in response to this RFP:

- ❑ The response document must be submitted in English.
- ❑ The response document must be limited to one dossier or binder containing your response, solution and documentation. Your proposal shall be prepared in **duplicate** with one marked “Original” and the other marked “Copy”.
- ❑ Proposals must conform to WIPO requirements as set forth in this RFP. However, Bidders may propose alternative solutions where considered appropriate and equivalent in terms of meeting WIPO requirements. In such a case, the Bidder must provide an extensive description and evidence to show the advantages and disadvantages of the proposed solution, with a clear indication of the aspects that make it preferable to other solutions.
- ❑ The responses and description of the proposal shall be comprehensive and focused on the information that is requested in the RFP. Information of general interest like marketing driven brochures may be annexed at the end of the response document.
- ❑ Proposals must follow the section numbering and framework provided in the following sections. Bidders may, if they so wish, add sub-sections, and are free to write the content of the sections as they think best, as long as all the requested information is provided.

When responding, please use the sections as stated below, i.e. compose your proposal starting with:

- 1. Executive Summary**
- 2. General Information about the Bidder, etc.**

EXECUTIVE SUMMARY

Bidders must provide a summary of the key features of their proposals. This should highlight major features that differentiate their offer.

This section must contain the following table filled in:

Date	
Company Name and Address	
Phone number Fax number	
Email address Website	
Authorized representative name	
Authorized representative signature	
Business contact person	Name: Phone number: E-mail address: Fax number:

1.1. General Information About Bidder

This section deals with information about your company, your references, as well as any partnerships or alliances you have with other companies who may work for you as sub-contractors.

This section must contain:

1.2. Company Background

- a) A short presentation of the company (structure, size, location of the branches, etc.).
- b) A brief historical description of the Company's involvement in the provision of similar services.
- c) The contact person/s in charge of the project (technical and commercial), including the name, phone number and e-mail address. The contact person must be available during the analysis period to answer possible questions.
- d) Information about the financial status of the company.
- e) Number of staff (in Switzerland and in Suisse Romande, if applicable), kind, level, skills.
- f) Staff retention rate, turnover.
- g) Staff training programs, certificates of the staff.

1.3. References

- a) Give at least three recent references of similar projects (for enterprises, organizations, international organizations, governmental or non-governmental agencies, etc.). Ideally, the mentioned reference should apply to operations of similar size and complexity as the one described in this RFP.
- b) A short description (a few lines) must be given for each of the references (contract period, size of the project, contact person on the customer side, with phone number and position, etc.).
- c) Enumerate product references. To be considered, such references must be backed by significant live production experience.

1.4. Alliances with Other Companies

- a) Describe the type/level of partnership that your company has established with other companies who may be involved as local or distant sub-contractors in providing some of the services requested in the current RFP (if applicable). The description must include:
 - name of the companies and when the alliance was formed;

- a detailed description of the type and extent of cooperation, with specific indication as to the role that each of the companies would play in relation to the services requested in this RFP.

SCOPE OF YOUR OFFER

As described in Section II of Annex I – Terms of Reference (**Service Oriented Architecture & Tools, with Proof Of Concept**), the current sub-project has been split in three domains. WIPO may decide to purchase tools from different vendors under each of the three domains.

Please indicate the domain(s) covered by your offer, by checking the relevant box(es) below:

- ☐ C3_WSEnablement – Application migration tools
- ☐ C3_BPM&RIA – Business layer tools
- ☐ C2_POC – Services for a Proof of Concept project

C3–WSENABLEMENT – APPLICATION MIGRATION TOOLS

1.5. Architecture illustration of the solution for C3_WS Web services creation

Illustrate the architecture of the solution to convert MAPS/DMAPS ADABAS/Natural transactions to Web Services. In so doing, illustrate the management life cycle of the Web Services (deployment, register, discovery and invocation).

WIPO requests two illustrations: one for the conversion and one for the production. Each illustration must indicate name of tools, required or optional, protocols used with version number (i.e. WSDL 2.0, Soap 1.2 ...).

1.6. Short description of the solution

Based on the illustration, briefly describe (maximum two sentences) each component of the solution.

1.7. Migration approach

Your proposed solution must prove to be effective within the MAPS/DMAPS complex document/workflow/action structure (see part III - Annex to Specification).

The tools must be capable of converting MAPS/DMAPS complex on-line transactions with little or no modification of the Natural code.

It is worth re-stating here that MAPS and DMAPS run on-line under TSO. The terminal emulation protocol is VT220.

WIPO will require a demonstration that the workflow functions, currently built into the legacy application, can be bypassed, and the business process orchestration can be managed by a BPM tool and that an RAI user interface can be rewritten externally.

WIPO limits the migration approach with automatic code conversion for a Web Services implementation.

1.8. Specific requirements

Please answer the questions below:

- a) Which conversion approach do you propose:
 - 1. Automatic code / database migration to other technology, then Web Service generation through wrappers or gateway;
 - 2. Wrapper for Natural code with WSDL / Web Services generation;
 - 3. Gateway for ADABAS access with on the fly WSDL/Web Service generation;
 - 4. Gateway for Natural access at session level with on the fly WSDL / Web Service generation.
- b) If option a1, which implementation do you propose (please circle):
 - 1. Code migration from Natural/ADABAS to J2EE / Oracle;
 - 2. Code migration from Natural/ADABAS to another platform;
 - 3. Automatic generation (WSDL and/or Web Services) from code;
 - 4. Manual WSDL definition and fine tuning.
- c) If option a2, in which category do you classify your solution:
 - 1. Session integration;
 - 2. Transaction integration;
 - 3. Data integration (Automatic CRUD Web Services);
 - 4. Combination 1 / 2 / 3 (please circle).
- d) If option a2, describe wrapper techniques to encapsulate Natural application logic and expose them as Java/J2EE or .Net classes.

- e) If option a2, is it possible to automatically generate Web Services from Natural sub-programs? If yes, what is automatic and what should be done manually?
- f) For each option/category describe the steps and techniques used to convert and/or generate Web Services (wrapper, gateway). WIPO must clearly understand if the Web Services are static (after conversion and wrapping during development phase) or generated on the fly (gateway approach).
- g) Provide an example of code before and after the conversion / migration, including comments.
- h) What should be done to split Business Logic and Presentation Logic from the existing Natural transactions? What could be done automatically? What are the constraints / standards to optimize automatic decoupling?
- i) Based on your client experience and if Business Logic and Presentation Logic can not be decoupled automatically, how do you quantify the manual effort required for these tasks and indicate average Man/days per interactive program? Please describe your refactory process.
- j) Provide an example of automatically generated WSDL.

1.9. Technical environment and open standards

Please answer the key points below:

- a) Which development environment do you support? (please circle)
 - 1. Java / J2EE
 - 2. .Net
 - 3. Other
- b) Does your solution support bi-directional Web Services (call Web Services or to be called as Web Services)?
- c) Is it possible to consume Java/J2EE or .Net classes?
- d) Describe the open integration standards and which versions are supported for:
 - 1. SOAP
 - 2. WSDL
 - 3. HTTP
 - 4. UDDI

- e) Please describe protocols supported in your solution (contract (WSDL, proprietary XML, EJB ...), encoding (SOAP, XML, proprietary binary), transport (HTTP, FTP, SMTP, JMS, RMI, IIOP...)).
- f) Which exchange styles do you support within WSDL implementation?
 - 1. RPC
 - 2. Encoded RPC
 - 3. Literal Document
 - 4. Encoded Document
- g) Do you support other open standards on the top of W3C such as Oasis or others (WS-transaction, WS-reliability, WS-Security ...)? If yes, please specify them and briefly describe what is required to implement them.
- h) Please describe how the security between Web Services and Single Sign On works. Do you support all or part of framework WS-Security? If yes, please describe briefly.
- i) Do you support a standard to supervise the services (WS-DM, WS-Management)?

1.10. Development environment (change)

1. Development studio (IDE)

- a) Which IDE do you provide to developers?

Even though WIPO has not yet standardized an Integrated Development Environment (IDE) there is a very strong trend for the use of the open source Eclipse with a Concurrent Versions System (CVS).

Any new proposed tools should therefore be available under the form of an Eclipse “plug in”.

If the IDE exists as a self contained version, it must offer a Graphics User Interface.

Workstations at WIPO run under Windows XP. Any proposed software must comply with this requirement.

- b) Specify the features implemented in the IDE to ease service oriented application development.
- c) Will it be possible to deploy integrate into this IDE the other development tools of WIPO’s SOA environment.

- d) Which solution do you provide to manage the catalog of services and the link between them (i.e. repository services)? Please describe the features such as service interface, description, parameters.

2. Life cycle management

- a) Describe the existing features and templates to manage application after migration / conversion:
1. Link with use case / test case (UML)
 2. Update service (Maintenance and enhancements)
 3. New services
 4. Technical / functional documentation
 5. Testing

3. Interoperability after conversion

- a) Describe interoperability between Java/J2EE, C++, .Net and Natural when Web Services are not possible.
- b) Describe interoperability between ADABAS and Oracle.

4. Refactoring

- a) Do you provide refactoring mechanisms?
- b) If yes, describe tools and features allowing restructuring the code to better fit to SOA implementation:
1. Structure analyzer
 2. Re-documentation
 3. Graphical diagram
 4. Automatic code changes
 5. Metrics

5. Configuration and application management

- a) Describe mechanisms and features proposed to manage:
1. Versioning and object types included (JCL, assembler object, Java code, Natural code, ...);
 2. Release management within different environments (development, testing, production).

1.11. Production environment (Run)**6. Infrastructure and technical architecture**

a) Describe the technical architecture you believe to be optimized for the WIPO environment.

b) List the software/hardware requested to run the production environment.

c) List servers that are required or optional and indicating which service is implemented? (HTTP server, application server, gateway, UDDI, LDAP / SSO)

The current IT environment for MAPS/DMAPS does not operate any application server. Some small e-Business applications are operated on **Apache Tomcat**.

d) Do you provide a service registry (UDDI)? If so, describe the available features.

In the short / medium term WIPO does not plan to deploy a public registry of its services, however, the MAPS Modernization project plan includes both an enterprise registry as well as federation with partner's registries.

Please indicate the availability of Services Registry software, its level of integration with the proposed tool and its UDDI compliance where applicable.

7. Portability

a) List the hardware platforms that are supported (UNIX, Wintel, Linux) and specify your development platform.

8. Administration

a) Indicate how the performance and running costs of the generated services can be monitored.

b) Describe features available to monitor and schedule the production environment.

9. Security

a) Describe the external security systems that are supported within a Web Services environment (LDAP, SSO).

1.12. Training and consulting services

A training plan must be proposed for each tool. Such plans should detail the prerequisites, (XML, WSDL, Java, APIs, etc.) and indicate the duration and costs of training relative to the proposed software tools.

Transition consulting services should be quoted on a time and materials basis (cost per man day) and a typical duration of such a transition.

1.13. Individual tool features and requirements

In Annex to the response of this RFP, include for each tool all documentation (whitepaper, fact sheet, user or technical manual) allowing WIPO to better understand the proposed architecture and its features.

1.14. Evolutionary developments of the proposed tools

As appropriate, describe the direction, new features and macro-planning of the next release of your proposed tools.

C3 BPM&RIA: REQUIREMENTS

Ref	Terminology	Abrev.	Description
01	Business Process Management	BPM	• Business Process description • Business Process modeling • Business Process simulation • Collaborative workflow description and orchestration • Tasks and groupware management • Process orchestration and IT integration • Process monitoring and analyzing • Form management • Ad-hoc user reporting management
02	Business Activity Monitoring	BAM	Process monitoring, statistics, audit trail and Dashboard/cockpit.
03	Form Management	N/A	Orchestration of presentation logic, managing look & feel and interaction between users & business/data logic.
04	Reporting Management	N/A	Simple reporting facilities for ad-hoc user requests made by business analyst and users.
05	Collaborative workflow	N/A	Orchestration of the tasks between roles (human workflow). Push approach to send 'todo' list to users trigger by events
06	Task and groupware management	N/A	Work distribution (management of users) and task management within a business process
07	Process orchestration	N/A	Engine managing the execution of the workflows
10	Workflow	N/A	Information processing flow between WIPO users and / or external users to transform repeatable document processes into a documented and clarified work process
11	Workflow branch	N/A	Group of activities
12	Workflow step	N/A	At each step correspond a specific activity
13	Instance	N/A	Content of a workflow.

Please answer the questions below:

1.15. Architecture and approach

Architecture illustration of the solution for C3_BPM&RIA

Illustrate the architecture of the proposed solution to build new user interface and ad-hoc reporting by re-using (web) services as well as defining, managing and monitoring processes (BPM & BAM).

WIPO requests two illustrations, one for the design and one for the production. Each illustration must indicate name of tools, whether they are required or optional, protocols used with version number.

Short description of the solution

Based on the illustration, briefly describe (max two sentences) each component of the solution.

1.16. Specific requirements for BPM, BAM, RIA and Reporting

Please respond to all topics listed below, classified by chapters. Criteria used for evaluation are supplied in the Excel file “SOAAndTools_RFP_Criteria.xls”.

a) How do you position your solution (multiple choice)

1. Form Management
2. Ad-hoc reporting management
3. Business process description. To describe user processes, procedures and instructions.
4. Business Process modeler
5. Business Process simulation
6. Collaborative workflow description
7. Collaborative workflow orchestration
8. Task and groupware management
9. Process orchestration and IT integration
10. Process Monitoring and analysis

10. Form management (screen)

Describe how forms used in BPM are handled with respect to formatting, validation and layout.

Main objective will be to rewrite the current user interface running on IBM ZOS mainframe using newer technology giving access to rich application capability within internet architecture through an internet browser and/or thin client.

Simultaneously, process definition, orchestration and monitoring as well as human workflow will be managed outside the current application. A migration of Natural transaction to Web Services will occur.

a) In which category do you classify form tools

1. WinForm
2. WebForm

b) In which language is done the user interaction (multiple choice)

1. Html
2. Ajax
3. J2EE and other widget toolkit, please describe
4. .Net
5. Other, please describe

Please describe the Model View Controller (MVC) mechanisms and the adaptations done to provide a thin client within a service oriented architecture.

c) Description of the Designer

1. Define form using a WYSIWYG designer?
2. Which IDE is used?
3. Please insert representative screenshots

d) Form type

1. Individualized forms
2. Shared forms
3. Multipage forms

e) Formatting

1. Field labels can have different fonts
2. Field labels can have different display styles, e.g., bold, italic, or underline
3. Field labels can have different colors
4. Data fields can be aligned, e.g., left, right, or center

f) List of visual components

1. List of containers
2. List of beans

3. List of Widgets
4. List of menu style

g) Tables

1. Display data tables that are mapped to data arrays
2. Columns can be aligned, e.g., left, right, or center

h) Action Buttons

1. Users can click on buttons to initiate predefined actions
2. Action buttons can be enabled
3. Action buttons can be disabled
4. Action buttons can be hidden
5. Action Button can invoke server-side script
6. Action Button can invoke client-side script
7. Ability to choose between server-side or client-side Form Designer can choose whether an Action Button is server-side or client-side

i) Data validation

1. Check for presence of data
2. Check for data validity
3. Notify users of specific data errors
4. Check required fields

j) Default values

1. Empty fields only No option to give any default value other than an empty field.
2. Override existing data

k) Dynamic forms

Criteria that are used depending on actions taken per field.

1. Selectable options dependent on other fields on same form
2. Field visibility dependent on other fields on same form
3. Field protection dependent on other fields on same form
4. Selectable options dependent on other fields on other forms
5. Field visibility dependent on other fields on other forms
6. Field protection dependent on other fields on other forms

l) Form layout

1. Forms can be laid out manually
2. Forms are laid out automatically
3. Support multiple layout schemes
4. Can plug in user-created layout schemes
5. Parameter blank forms Blank forms can be parameterized so that they can be pre-populated or preconfigured with data specific to given parameters

m) External forms

1. Can import forms created using HTML design tools
2. Can use web forms hosted in other applications

11. Ad hoc User Reporting Management

Ad hoc user reporting management is optional but would improve end user experience.

a) Please answer to following general questions (multiple choice):

1. Reporting facilities are integrated
2. Integration with third party software. If yes, please describe.

b) Reporting layout

1. Reports are laid out automatically
2. Support multiple layout schemes
3. Can plug in user-created layout schemes
4. Parameter blank forms Blank forms can be parameterized so that they can be pre-populated or preconfigured with data specific to given parameters
5. Pre-defined Templates
6. Break
7. Total
8. Document integration

c) Data binding integrated in the reporting tools

1. Database access
2. Webservices
3. API
4. Other

12. Process orchestration engine**a) Which kinds of workflows are implemented (*multiple choice*)?**

1. Workflow between limited identified numbers of persons executing tasks within a limited time for enriching documents based on specific sequence and pre-defined rules.
2. Business process automation to deliver documents, information and tasks between human people or program services according to specific rules.

b) Which workflow engine do you support

1. Task driven engine.
2. Goal driven engine. If yes, please describe features available.

c) Which languages are used to orchestrate the workflow (during execution)

1. BPEL engine
2. XPD L engine
3. Other open standards
4. Proprietary

d) Which mechanism are implemented to automatically generate instances from external information

1. External Events
2. External data. List technologies available (through messages, DB, (web) services, API)

e) Describe tracking mechanisms

1. Allow tracking of workflow status;
2. Workflow can have multiple concurrent statuses.

f) Which routing features are implemented

1. Workflows can be rerouted manually;
2. Workflows can be automatically rerouted based on time;
3. Workflows can be automatically rerouted based on external data and/or events.

g) How workflow steps can be activated

1. Workflow steps can be reassigned in real time;
2. Subsequent workflow steps activated automatically upon completion of previous steps;
3. Workflow steps can be activated based on time;

h) Which calendar features are automated

1. System calendar distinguishes work days;
2. Holidays/vacation;

i) How is it possible to initiate a workflow

1. Workflows can be initiated programmatically
2. Workflows can be excluded from manual initiation

3. Workflows can be initiated only by select users
4. Workflows can be initiated only by authenticated users
5. Workflows can be initiated by unauthenticated users
6. Workflows can be initiated through a link on an external web page

j) Which features are included to manage the instances

1. Users can pause or resume instances
2. Users can restart instances
3. Users can delete instances
4. Users can abort instances
5. Users can manually override instance data
6. Ad hoc instance reset
7. Ad hoc instance restart
8. Ad hoc instance re-route
9. Ad hoc instance forward
10. Ad hoc instance backward
11. Ad hoc instance cancel

k) Which audit mechanisms are provided

1. Status of a content object is viewable through the workflow process;
2. Status of individual workflow instances is viewable;
3. Status of all workflow instances is viewable;
4. Report/display/audit author interaction status provided with workflow steps;
5. Workflow reporting by workflow launcher, contributor, or manager;
6. Workflow reporting by content object type, content objects or content collections;
7. Workflow reporting by completed actions;
8. Workflow reporting by pending actions;
9. Workflow reporting by re-directed actions;
10. Workflow reporting by outstanding or overdue actions;
11. Workflow reporting by statistical reports on the above categories.

l) Is it possible to drive the workflow engine programmatically? If yes, describe the proposed technologies.

m) Integration with third party

1. Does the workflow engine requiring additional engine/plugin?
2. Is it possible to integrate third party or external workflow engines? If yes, please describe.

n) External binding mode

1. Data inheritance/mapping;
2. Synchronous linkage (wait for child Process completion);

3. Asynchronous linkage (child process runs independently).

13. Process (workflow) design

a) Workflow Designer positioning (process editor)

Common requirements concerning designers (Business workflow, collaborative workflow, Forms and Reporting) are described in the chapter “8.6 Development environment”:

1. Is it possible to graphically design the workflow?
2. Can be designed by business analysts (non technician)?
3. Top level status diagram for business users
4. Detailed technical diagram for developers
5. Requires third party Integrated Development Environment (IDE)
6. Is it possible to execute workflow within the Designer?
7. Which features can not be run using the Designer?

b) Which debugging capabilities are included?

1. Is it possible to debug step by step the workflow?
2. Is it possible to trace the transition statuses?
3. Is it possible to trace the instances?
4. Is it possible to view the data states?

c) Which formalism is used to draw the workflow?

1. BPMN
2. BPEL editor
3. Other open standards
4. Proprietary

d) Describe the structure of the workflow design and how the binding between elements works (through properties or scripting or programming language (which one)):

1. Process side. Which kind of elements are pre-defined to design a workflow such as Processes (global, detailed), events (internal, external, time), activities (actor, role, transition, resource, task, condition, result, input).
2. Data side. Is it possible to define a class structure dedicated used by the workflow engine? If yes, describe the binding mechanism with the Process side.
3. External transactions side. Enumerate the binding implemented such as Database, Webservices, Messages, API.

e) Which language and / or methodology do you use to design workflow?

1. Ossad methodology
2. IDEFO methodology
3. Unified Modeling Language (UML)
4. Other

f) Which Model Exchanges do you support?

1. Visio to BPMN
2. BPEL to BPMN
3. UML2 to BPMN
4. BPMN to XPDL
5. BPMN to BPEL
6. Other, please enumerate

g) Describe generation, transformation and round trip engineering mechanism:

1. Create model objects/activities/properties from WSDL, XSD or other automatic techniques;
2. Do you support bottom up approach, importing orchestration definition such as BPEL. If yes, is it possible to transform it to BPMN;
3. Which automatic validation mechanisms are implemented;
4. Is it possible to simulate each step of a workflow?
5. Describe what is generated after validation to execute it on workflow engine (BPEL, other open standard, proprietary).

h) Which kind of paths are implemented ?

1. Call workflow branches (sub call to share common branches between workflow);
2. Splits workflow branches;
3. Re-joins workflow branches;
4. Synchronous linkage branches (wait for child Process completion);
5. Asynchronous linkage branches (child process runs independently).

i) Describe features for workflow steps and actions:

1. Workflow steps can access the related content objects;
2. Assigns a mandatory or optional status to a workflow or workflow step;
3. Checks for sufficient user rights to execute workflow actions;
4. Provides workflow processes that support sequential actions;

5. Workflow processes support parallel actions;
6. Target dates and times can be assigned to individual workflow steps;
7. Tracks and display workflow instance status, active step and current requirements;
8. Adds comments to workflow instances, and to attached content object's metadata elements;
9. Maintains audit trails for change tracking;
10. Acknowledges receipt or confirms delivery as part of a defined workflow;
11. Allows manual override of workflow steps;
12. Manages and tracks sequential and parallel workflow actions;
13. Synchronous linkage step (wait for child Process completion);
14. Asynchronous linkage step (child process runs independently).

j) Which data types are implemented?

1. Text data type
2. Numeric data type
3. Date/time data type
4. Large text data type
5. File attachment data type
6. Object/generic data type
7. Data arrays
8. Automatic conversion between data types
9. Automatic conversion between arrays and scalar values
10. Multi-valued data

k) Describe the business rules features mechanism:

1. Embedded scripts
2. Externalized rules
3. Third party rules engines
4. Driven by process data
5. Driven by process run-time information
6. Driven by due dates

l) Describe business validation:

1. Controls definition
2. Ability to identify and monitor risks in processes
3. Ability to identify owner
4. Log an audit score
5. Ability to identify relationship between process steps

m) Describe features for event triggers:

1. Global triggers for the application
2. Instance related triggers (content)

3. Data formula triggers
4. Script execution (which language?)
5. External triggers : Webservices calls
6. External triggers : Message Queue calls
7. External triggers : API calls

n) Is it possible to generate automatic event?

1. With Status changes
2. With Successful rules execution
3. With User assignment

o) Describe features for workflow instances:

1. Workflow instances can be triggered by discovery of a content object type instance;
2. Prevents workflow instance creation based on validation rules;
3. Workflow instances can be assigned unique IDs either automatically or manually;
4. Supports attachments that are shared by all workflow instances;
5. Supports attachments that are specific to a workflow instance;
6. Target dates and times can change in mid-stream depending on workflow variables and status;
7. Controls and interacts with workflow instances: creation, activation, suspension, termination.

p) Which process notification mechanisms are implemented?

1. Notification features can be enabled or disabled by system administrators;
2. Notification alerts participants responsible for workflow steps;
3. Notification alerts specific workflow participants ;
4. Workflow notification mechanisms integrate with desktop products;
5. Workflow notification mechanisms integrate with an RDBMS server;
6. Notification occurs within an e-mail program or entirely within the collaboration environment;
7. Supports one-time notifications;
8. Supports unlimited recurrent notifications;
9. Supports recurrent notifications with maximum recurrent count;
10. Can raise a single notification within a defined time period;
11. Can immediately notify users when an event occurs that is set to trigger the notification;
12. Solution prevents the user from switching notifications off;
13. Includes hyperlinks to content objects;
14. Notifies users of changes to configuration without the use of attachments;
15. Notifies or escalates overdue workflow actions;
16. Reminder notifications as scheduled task deadlines approach;
17. Notification escalation.

q) Describe features for roles and user profiles:

1. Supports multiple user roles in a workflow;
2. Integrates with individual and/or group calendars to drive participant selection;
3. Allows access to user profile and location values for selection, filter, and update;
4. Participant selection based on workflow variables and status.

14. Collaborative workflow management

This chapter concerns features where orchestration is required to manage user organization, availability and manage interaction between users.

a) Describe reassignment features:

1. The workflow administrator can reassign workflow steps in real time;
2. The workflow step owner can reassign workflow steps in real time;
3. Workflow administrator can delegate rights to users;
4. Authentication of external users in a workflow can be added;
5. Users can interact with the workflow via a client;
6. Users can interact with the workflow via e-mail;
7. Workflow interaction by client or e-mail can be determined based on whether or not a user is licensed.

b. Which calendar features are automated?

1. System calendar distinguishes work days;
2. Holidays/vacation;

c. Which escalation options do you propose?

1. Notify responsible parties by e-mail;
2. Notify users in specific roles by e-mail;
3. Notify specific users by e-mail;
4. User release from workflow;
5. Custom escalation actions;
6. Notify messages that are based on user-defined parameters.

d. Describe escalation recurrence:

1. One time
2. Finite recurrence
3. Infinite recurrence

e. Describe notification mechanism:

1. E-mail messages
2. SQL queries
3. Web service calls
4. API calls
5. Message queue calls
6. Notifications to mobile phone
7. Notifications to pager
8. Pull driven

15. Task and groupware management**a) Does the solution maintain separate to-do and watch lists for each user?****b) Supports filters and search capabilities for user-specific to-do and watch lists.****c) How is it possible to allocate tasks?**

1. By user
2. By role
3. By workload
4. Push driven

d) Which to do list features are managed?

1. All tasks
2. Overdue tasks
3. Daily overdue tasks
4. Weekly overdue tasks
5. Monthly overdue tasks

e) Watch list:

1. All tasks
2. Overdue tasks
3. Daily overdue tasks
4. Weekly overdue tasks
5. Monthly overdue tasks

f) Task reports:

1. Overdue tasks
2. Daily overdue tasks
3. Weekly overdue tasks
4. Monthly overdue tasks
5. Stalled tasks
6. Export to worksheet format

g) Search and Query on tasks:

1. Users can search for tasks by task name;
2. Users can search for tasks by workflow name;
3. Users can search for tasks by status;
4. Users can search for tasks by start time;
5. Users can search for tasks by due time;
6. Users can search for tasks by end time;
7. Users can search for tasks by participant names;
8. Users can run ad-hoc queries based on arbitrary process data;
9. Ad hoc queries support full SQL syntax;
10. Queries can be saved for reuse.

h) Task information:

1. User is notified of requirements to complete tasks;
2. User is notified of optional action but not required to complete tasks;
3. Tasks disappear automatically when obsolete;
4. User can see current workflow status.

i) Collaboration:

1. Participants can share any number of documents within a workflow instance;
2. Participants can post comments/messages for each workflow instance.

j) Due dates:

1. Multiple due dates in same process;
2. Static due date;
3. Dynamic due date;
4. Based on process start time;
5. Based on process target end time;
6. Based on user-defined parameters.

16. Process Monitoring and analysis (BAM)

These requirements show the type of monitoring that is available on the workflow and audit trails.

a) Which activities are monitored?

1. Collaborative workflow;
2. Task management;
3. Process orchestration;
4. Form orchestration.

b) Workflow monitoring:

1. There is a graphical monitoring console;
2. Users can drill down to individual workflow instances from the graphical monitoring console;
3. Users can drill down from the monitoring console to see workflow instances in a particular status;
4. Users can monitor the status of all workflow instances in a single view;
5. Users can monitor status of individual workflow instances;
6. Users can monitor tasks;
7. Workflow projection capabilities.

c) Workflow statistics:

1. User workload report (link to task management);
2. Instance cycle time statistics;
3. Instance aging statistics;
4. Workflow routes statistics;
5. Workflow steps statistics;
6. Workflow user statistics;
7. Workflow roles statistics.

d) Audit trails:

1. Audit trails are captured for workflow events;
2. Audit trails are captured for user inputs on forms;
3. Audit trails are captured for user assignments/releases;
4. Audit trails are captured for escalation actions;
5. Audit trails are captured for notifications;
6. Audit trails are captured for each successful rule execution.

e) Resource organization:

1. Centralized resource ownership and administration;
2. Distributed resource ownership and administration;
3. Organization hierarchies.

f) Performance data:

1. Duration of each business workflow (start / end);

2. Duration of each workflow branch;
3. Duration of each workflow step;
4. Number of revisits to each workflow step.

g) Trend analysis:

1. Activity volume;
2. Task closing rate;
3. Overdue volume;
4. Overdue duration;
5. Task duration.

h) Optimization:

1. Bottleneck detection;
2. Automatic workflow reconfiguration based on historical data;
3. Predictive analysis of workflow performance;
4. Automatic adjustment of participant assignments to remove bottlenecks;
5. Workflow critical path analysis.

i) Describe reporting features.

j) Enumerate third party reporting integration.

17.Security Management

This chapter concerns the security management at run time (not development).

Respond to the following requirements concerning the security management for each tool (Form management, reporting management, business process workflow, collaborative workflow, monitoring (BAM)):

a) Roles and users:

1. Process-specific roles;
2. Global roles;
3. Role-based access control;
4. Just-in-time assignment;
5. Manual assignment.

b) Role management:

1. Define roles within repository;
2. Assigns workflow privileges to roles;
3. Assigns authors/users to one or multiple roles;
4. Removes temporary role assignments;
5. Assigns temporary roles to authors/users;

6. Assign temporary role-based access control;
7. Restricts access using authentication processes;
8. Separates internal and external authors/users to ensure explicit privacy;
9. Allow anonymous users for specific steps of workflow.

c) User profiles:

1. All users allocated a unique ID;
2. Unique user ID is never exposed to end users;
3. Creates access controls for individuals;
4. Creates user privileges for individuals;
5. Creates security profiles for individuals.

d) User account Management:

1. Users can change passwords;
2. Users can change name;

e) User assignment algorithms:

1. Based on user group;
2. Based on user attributes;
3. Round-robin;
4. Resource leveling;
5. Calendar-driven;
6. Custom;
7. Based on user-defined parameters.

1.17. Technical and open standards requirements

This category defines **the technical architecture of each product** included in your proposed solution as well as the technological environment in which each product can successfully run.

Criteria include product and application architecture, software usability and administration, platform and database support, application standards support, communications and protocol support, and integration capabilities.

18. Technology platform

a) For each software, describe the minimum hardware configuration:

1. CPU
2. Disk space
3. Memory

b) Which Databases are supported and which are mandatory? Please circle:

1. ADABAS (Native connectivity, mandatory)
2. Oracle (Native connectivity, ODBC, mandatory)
3. Microsoft SQL Server (Native connectivity, ODBC, mandatory)
4. MySQL (Native connectivity, ODBC, mandatory)
5. Other, please specify.

c) Application architecture:

1. J2EE
2. Microsoft .NET
3. Other

d) Per software, which OS' are supported (designer and run-time engines)?

1. Unix
2. Linux
3. Windows
4. Java Virtual Machine (JVM)
5. Other

e) Web browser:

Many features will be available for anonymous users.

1. Microsoft Internet Explorer
2. Safari
3. Mozilla/Firefox
4. Other

f) Integration with middleware and ERP. Please specify the name of the middleware integrated and indicate if it is optional or mandatory:

1. Oracle
2. IBM
3. Microsoft
4. Peoplesoft)
5. Other

g) Standards compliance:

1. BPEL;
2. BPML;

3. Wf-XML (web services protocol that can be used to a process engine remotely for the purpose of sending or retrieving the process definitions);
4. WPD (Workflow Process Definition Language);
5. XPD (XML Process Definition Language);
6. Other.

h) Web services:

1. Support key web service standards (SOAP, UDDI, WSDL, etc.);
2. Aggregate data from multiple web services;
3. Renders external web services into standard HTML, PDF, spreadsheet, or XML;
4. Captures data visualization via external Web services;
5. Third party XML authoring products can integrate natively with the BPM;
6. Third party taxonomy management tools can integrate natively with the BPM.

i) Messaging:

1. SMTP
2. MIME
3. IMAP
4. Other

j) LDAP:

1. Authenticate users or authors from a third party LDAP directory
2. Windows Active Directory
3. Other LDAP Directories

k) Third party products:

1. List provided of all third party products required to support the successful installation of the base product;
2. List provided of all third party product licensing and pricing requirements;
3. Acceptance testing on the installation of third party products;
4. Hardware and software requirements for third party products (CPU, memory, disk space).

l) Globalization:

1. Internationalization and Unicode
2. Multiple languages

m) Language interface:

1. English
2. French
3. Spanish

1.18. Development environment & collaboration (definition or change)**a) IDE - Graphical Designer(s):**

1. One tool designer or different software interfaced each other;
2. Workflows can be graphically designed;
3. Top level status diagram for business users;
4. Detailed technical diagram for developers;
5. Drag and drop of workflow components;
6. Can be designed by non-technician users (by business analysts);
7. Requires third party Integrated Development Environment (IDE).

b) Which features are provided concerning Eclipse integration:

1. In-the-shell Eclipse integration (which version);
2. RCP client;
3. Shared EMF metamodel;
4. XSD editor (in-house or third party);
5. WSDL editor (in-house or third party);
6. Project, team and versioning (in-house or third party).

c) Check-in check-out:

1. Workflow designers can check-in/check-out workflow documents;
2. Workflow administrators can lock workflow documents to prevent further changes;
3. Workflow designers can display all versions of a workflow that are available for download/check-out;
4. Workflow designers can download a particular workflow version;
5. Assigns comments to any particular version on check-in;
6. Select upon checking in for a minor revision or a major revision;
7. Stores the name, group, and role of author, the date/time, within the version of the workflow version;
8. Requires 3rd-party version control software.

d) Versioning:

1. Running instances always upgraded to the latest version;
2. Running instances stay with old version;
3. Upgrade occurs when new version is uploaded;
4. Different versions of the same workflow are linked such that they can be clearly identified as different versions of the same workflow;
5. Later versions not constrained by metadata elements assigned to previous versions;
6. Determines if the version being checked in has changed for a new version number;
7. Supports two level version/release structure;
8. Makes only the most recent version of a document accessible by default;
9. Creates an understandable version title within the document profile;
10. Earlier versions can be reactivated as the active version.

e) Simulation / validation:

1. Check for infinite loops;
2. Check for circular references;
3. Check for ability to complete the process;
4. Check for user's ability to complete task;
5. Perform what-if analyses.

f) Export format:

1. Business Process Modeling Notation (BPMN);
2. Business Process Execution Language (BPEL);
3. Other.

g) Import format:

1. Business Process Modeling Notation (BPMN);
2. Business Process Execution Language (BPEL);
3. Other.

1.19. Production environment (Run)**19. Infrastructure and technical architecture**

a) Describe the technical architecture you believe is appropriate for the production environment.

b) List the software/hardware requested to run the production environment.

c) Indicate which servers are required or optional, together with the service that they host? (HTTP server, application server, gateway, UDDI, LDAP / SSO).

The current IT environment for MAPS/DMAPS does not operate any application server. Some small e-Business applications are operated on **Apache Tomcat**.

d) Do you provide a service registry (UDDI)? If so, describe features available.

In the short / medium term WIPO does not plan to deploy a public registry of its services, however, the MAPS / DMAPS project plan includes both an enterprise registry as well as federation with partners' registries.

Please indicate the availability of Services Registry software, its level of integration with the proposed tool and its UDDI compliance where applicable.

20. Portability

a) List the hardware platform supported (UNIX, Wintel, Linux).

21. Administration

- a) Indicate how the performance and more generally the running costs of the generated services can be monitored.
- b) Describe features available to monitor and schedule the production environment.

Security

- a) Describe the external security systems are supported within a Web Services environment (LDAP, SSO).

1.20. License, installation, support, training and consulting services

22. Product licensing

For each software program included in your solution, please answer the following questions:

a) Licensing components:

1. Server licenses;
2. Additional CPU licenses;
3. Virtual server licenses;
4. User licenses;
5. Workflow software does not require purchase of additional licenses.

b) Licensing terms:

1. Purchase
2. Subscription
3. Current instances licensing

23. Installation

Answer the following questions for the complete solution:

a) Timeframe:

Timeframe including installation and setup (parameters):

1. Base product can be installed at the client site within hours;
2. Base product can be installed at the client site within days;
3. Base product can be installed at the client site within weeks;
4. Base product can be installed at the client site within months.

b) Installation support:

1. End users can perform the installation;
2. Consultants can perform the installation;
3. Vendor can perform the installation;
4. Available preinstalled on server hardware.

c) Acceptance testing:

1. Base product supports documented processes for testing and accepting solution;
2. Base product supports a feedback mechanism that allows the customer to report faults during the testing and acceptance phase.

d) Test environment:

1. Test in multiple environments;
2. Test in development environments;
3. Test in staging environments;
4. Test within production environments;
5. Provides tools to support the installation and testing of content within all of these environments.

e) Documentation:

1. Installation process documentation is available for the customer to perform the installation;
2. Installation process documentation is available for third party consultants to perform the installation;
3. Installation can only be performed by the vendor;
4. Installation time frames;
5. Delivered on CD;
6. Accessible from client extranet;
7. Delivered in hardcopy format;
8. Localized documentation;
9. Lists languages the installation documentation supports.

24. Support

a) Trials or evaluation:

1. Access to on-line demonstrations of the solution for evaluation;
2. Provides access to try a demo of the actual product on a live server;
3. Product trials on CD or from a download site;
4. Product trials for sandbox or pilot projects.

b) Service Level Agreement (SLA):

1. Standard SLA to customers;
2. Custom SLAs for individual customer needs;
3. SLA includes multiple levels of support;

4. SLA supports localized pricing structure.

c) Vendor certification of components:

1. Vendor certifies components to work with products by other third party vendors;
2. Vendor certifies components to work with the product.

d) Services

1. Support matrix (overview of contracts, consulting fees, etc.) provided;
2. Implementation engineers;
3. Classroom training;
4. On site training;
5. Web-based training.

e) Training

A training plan must be proposed for each tool. Such plans should detail the prerequisites, and indicate the duration and costs of training relative to the proposed software tools.

Transition consulting services should be quoted on a time and materials basis (cost per man day) and a typical duration of such a transition:

1. System administration
2. Design and Development
3. Integration with external systems
4. Product customization

1.21. Individual tool features and requirements

In Annex to the answers of this RFP, include for each tool all documentation (whitepaper, fact sheet, user or technical manual) allowing WIPO to understand better features and architecture.

1.22. Planned developments of the proposed tools

Describe direction, features and macro-planning of the next release of your tools.

C2 POC: REQUIREMENTS

- Structures of the three teams dedicated to the Web Services deployment project; Rich Web clients, and the BPM/BAM domains;
- Structure of the supervision and coordination team of the three domains;
- Indication of the optimal project lead time to achieve POC's objectives: concept validation and expertise building;
- Initial evaluation of the effort provided by each resource within the proposed structure;
- Provision of the relevant expertise on a time and material basis;
- System development methodology;
- Life cycle support a monitoring methodologies of all deliverables;
- Structure of the production support and maintenance teams required.

1.23. Structures of the project teams (development)

WIPO expects bidders to propose team structures consistent with the global estimated effort and a global duration for development of approximately 6 months.

To ensure a good transfer of knowledge, each of the three teams should include at least one WIPO staff. Bidders should bear in mind that there are only 7, possibly 8, WIPO resources dedicated to the support and development of the MAPS/DMAPS systems.

Structure should detail the role of each team member as well as the required skills. Ideally this should be presented under the form of "job descriptions". In the case of WIPO staff, these "job descriptions" should take into account their actual profile and a proposal for training when necessary.

1.24. Supervision and coordination

WIPO's MAPS/DMAPS IT group lacks recent experience with regards to managing larger projects involving the coordination of complex skill sets. Embracing the SOA concept will therefore add to the difficulties that will be faced during POC.

Bidders are invited to propose a pragmatic "barebone" methodology and structure for the management of this sub project.

Obviously, the proposed structure will have to coexist with the structure implemented for the global MAPS Modernization Project.

With regards to the existing environment, bidders are invited to take into account the following:

- The MAPS Modernization project manager belongs to the Trademarks business unit. The project manager operates under the supervision of a project board;
- The MAPS/DMAPS IT support is under the responsibility of WIPO's central IT division and will consist of 7 staff members (or consultants);
- The involvement of the business unit with regards to IT development and support has never been formalized; users may be assigned to projects, mainly for testing, on an ad hoc basis. The concept of business process remains unclear to most staff members, its ownership even more;
- WIPO hasn't yet assigned a project manager for POC;
- WIPO wants to draw experience from the management of POC, management from project initiation through to production stages, as much as it wants learn SOA technologies.

1.25. Proposal for expert services

Since the main objective of the POC is to gain experience in SOA systems life cycle, WIPO intends to acquire the necessary expertise on a time and materials basis. This should provide the flexibility to optimize the learning process and also to interrupt the process early if this decision was to be taken.

Profiles of experts should match the job descriptions given under paragraph 5.1 and 5.2 indicating the daily rate charged for this profile. At least two, preferably three, profiles should be proposed for every position to be filled.

1.26. Recommendation for the optimal lead time of POC

Bidders are expected to indicate the lead time to allow WIPO to fully validate its new SOA platform and to gain the expertise required to proceed with the subsequent sub projects of the MAPS Modernization Project. It should be noted here that an excessive lead time could have the effect of slowing down the momentum of the overall project.

1.27. Evaluation and sizing of the project.

Since the selection of the target system, its detailed analysis and design will be part of the project deliverables, bidders are not expected to provide low granularity estimates as part of their bids.

A realistic global estimate is expected. This estimate will be based on the POC lead time recommended under paragraph 1.26.

Format of project resource allocation

A Gantt chart detailing tasks, to the extent possible from the information provided in the context of this RFP.

A table (Excel Spreadsheet) with the following headings:

- Task (high level)
- Start Week
- End Week
- Duration in days
- Profiles (WIPO or expert) assigned
- Man days
- Expert cost
- WIPO man days
- Deliverable

1.28. Systems development methodology

WIPO invites bidders to propose a system development methodology based on a spiral model. At the end of each cycle a formal risk analysis should be the base of the decision making regarding the objectives of the subsequent iteration.

The proposed methodology should make an extensive use of UML as communication and documentation language. The proposals must show which UML diagrams are to be used for which purpose, by which team. WIPO does not expect a text book use of UML but more a down to earth “means to an end” approach in leveraging the power of UML.

Any licenses for proprietary tools or software should be quoted explicitly under this heading.

1.29. Production life cycle support and monitoring

Bidders are invited to make proposal regarding the following:

- Versioning and release management of services;
- Change management of the business process;
- Monitoring of the activity with business process;
- Coordination of the interaction between a, b & c.

1.30. Structure of the support group(s)

Bidders are expected to show an organizational structure to perform the support function as outlined under “9.7 Production life cycle support and monitoring”.

The various roles and required skills should be outlined in the same manner as for the development teams.

Based on their evaluation of the effort required to support POC deliverable and bearing in mind the size of the internal IT team as well as the magnitude of MAPS Modernization effort for the forth coming years bidders are invited to make offers for:

- the training of WIPO's staff;
- consulting support services until WIPO becomes self sufficient;
- alternatively the long term outsourcing for some support activities.

1.31. Evaluation and Pre-Proof of Concept Assignment

The submissions to this request for proposal will be evaluated using a three step process:

- WIPO will evaluate all qualified proposals (see Article VI of the RFP letter), based on the evaluation criteria described under Article 21 of the RFP letter;
- Shortlisted vendors will be invited to present their solutions in a "free format" half day event at WIPO;
- Ultimately, a restricted number of vendors will be invited to prepare a demonstration based on an actual simple MAPS document workflow. It is expected that such assignment should involve an effort of two or three man days.

WIPO will require that the demonstration prove that the workflow functions currently built into the legacy application can be bypassed, that the business process orchestration can be handed over to a BPM tool and and that the user interface (RIA) can be rewritten externally.

Please note that all expenses associated with a bidder's participation in the above three steps, including transport and accommodation costs, are to be borne by the bidder.

Contractual Conditions

- a) Confirm whether you would provide a single point of contact to WIPO (Account Manager, Project Engineer) for this contract.
- b) Include example(s) of a typical “Contract” you propose to your customers (including license agreements, maintenance and support contracts).
- c) Include your company’s terms and conditions that would apply to this contract.
- d) Please confirm your acceptance of the WIPO Mandatory Conditions by putting your initials next to Articles 1 through 15 of Annex III of this RFP, signing, and returning it to WIPO with your proposal.
- e) Please confirm your acceptance of the Officials not to benefit and third party declaration (Annex VII) by signing, dating and returning it with your proposal.
- f) Include any assumptions and/or comments as you may believe to be necessary.

Financial Offer

Your financial offer must be quoted in Swiss francs (excluding VAT). WIPO requests a clear breakdown of all cost-elements, including: purchase list prices, license costs, maintenance and support costs (where applicable), and daily rates.

Your financial offer should not contain any clause linking those prices to any future fluctuation of the exchange rate between the Swiss francs and another currency for the services indicated under the Terms of Reference (see Annex I). WIPO reserves the right to reject all offers that are not in conformity with this requirement. **In addition, your financial offer shall have a cover letter wherein your firm/institution's authorized representative confirms and signs the financial offer and the period of its validity.**

For proposed services related to the Proof of Concept, you are required to submit quotations for fixed daily all-inclusive rates, by filling the table below. Per diem, travel costs and travel time to and from WIPO Headquarters shall be covered by the quoted fixed daily all-inclusive rates and may not be subject to additional cost claims. A working day corresponds to 8 hours worked.

FIXED PRICE QUOTATION RELATED TO RFP No. PCD/08/043 – IT CONSULTING SERVICES			
	A. ALL INCLUSIVE FIXED DAILY RATE ON-SITE (GENEVA) (including per diem, accommodation and travel costs) (in Swiss francs)	B. ALL INCLUSIVE FIXED DAILY RATE OFF-SITE (in Swiss francs)	D. HOURLY RATE IN EXCESS OF 8 HOURS PER DAY (in Swiss francs)
1. Junior consultant (less than 5 years of specialized experience)			
2. Standard consultant (from 5 to 10 years of specialized experience)			
3. Senior consultant (over 10 years of specialized experience)			

Please note that WIPO will not accept any form of advance and/or progress payment unless it is guaranteed by a first demand performance bond or an equivalent guarantee issued by a financial institution that is considered acceptable by WIPO.