

Category	Question	Answer
ADs and Microsoft applications	According to sections 4.1.1 and 4.1.2 we must analyze the Active Directory forests and the existing infrastructure, to understand the complexity of the current environment and to be able to create the tender in the required guidelines. I would like to ask if we can speak to someone about getting access to the environment, or to receive architectural diagrams and other documents that describe the current infrastructure in good detail.	Not at this stage of the project
ADs and Microsoft applications	Can you please provide an overview of the current AD infrastructure?	Three AD Forests: two forests are in a trust relationship between them. Both of them are one forest-one domain (single-domain architecture). The third forest is independent/isolated. This forest has one root domain and three child domains with the default trust between them.
ADs and Microsoft applications	How many users are in the Active Directory forest?(Note: there are 3 forests)	a. Users : Forest 1(F 1) 7924 users ; Forest 2(F 2) 1218 users; Forest 3(F3) 13682 users b. Groups : F1 619 groups; F2 2134 groups; F3 3753 groups c. Devices : F1 8 devices ;F2 613 devices;F3 1353 devices
ADs and Microsoft applications	Should the forest be migrated to one or more tenants?	This is part of the design of this RFP, the design should come from you, if multiple tenants is better regarding costs, complexity and security and others things required in the RFP, you will have to propose it. So far we have only one tenant
ADs and Microsoft applications	AD DS schema status of the server? Server 2016 ADDS schema version 68	Considered confidential, Not at this stage of the project
ADs and Microsoft applications	AD related Master Data – consistency: is this currently an issue – how is it handled ?	No known issue on the topic until Azure and office 365 arrived in our ecosystem, but optimization may be advised
ADs and Microsoft applications	Can you please clarify the expected goal for the AD analysis? (Is it for purpose of hybrid identity and access management to Azure tenant and Microsoft 365 services, or is the goal a migration and consolidation of the AD?)	It is both, as we will be in hybrid mode probably for years, but first the goal and priority is to have an on premise AD structure compatible with our AD azure. Another way to see thing can be to adapt our existing Azure AD tenancy to match our 3 forest and associated domains. We have ideas here, but we want an external company to propose the best options in term of costs of implementation, hosting...
ADs and Microsoft applications	Does UPU have a landscape available on the application linkage / inter dependencies (AD to other apps / services) ?	Not sure of the meaning of the question
ADs and Microsoft applications	How many and which Microsoft applications are you using?	All microsoft office
ADs and Microsoft applications	Are there any integrations of these applications with a third party?	Not officially
ADs and Microsoft applications	Are these on-premises applications or market-place applications?	On premise and office 365
ADs and Microsoft applications	Which Cloud Applications are currently being used?	Kubernetes, Powerbi
ADs and Microsoft applications	Are you using any third-party Identity Providers for applications?	IAM
ADs and Microsoft applications	4.1.1 "analysis of SharePoint farms", how many workflows have been done with K2 ?	6 apps with forms / 27 workflows
ADs and Microsoft applications	Can you precise their complexity level ?	Medium to complex
ADs and Microsoft applications	4.1.1 "analysis of SharePoint farms" what is the current version of your sharepoint ?	2019 on Premise with ADFS on 2 trusted domains
ADs and Microsoft applications	Could you share the different architectures schemas regarding the collaboration workload (Exchange, SharePoint, Third part K2, Intune, Teams, OneDrive) ?	Not at this stage of the project
ADs and Microsoft applications	Do you have requirements about compliance, labelling and DLP ?	Yes for ISO 27001
ADs and Microsoft applications	What third-party solutions do you use? Which technologies (wsp, app spfx, pnp)?	BindTuning Webparts and Themes (SPFX + WSP, Lightning Tools (Forms, Conductor, Social Squared : SPFX + WSPs), Virto File Downloader (WSP + SPFX), PointFire-2019 (WSP + SPFX), K2 for Sharepoint
ADs and Microsoft applications	What are the "in-house" customizations implemented on your SharePoint (look & feel, omyer)?	Custom wsp solutions to provision site templates, columns and lists in EN and FR
ADs and Microsoft applications	Can you please provide an overview of the current Microsoft Exchange Server messaging environment?	3xDAG in hybrid mode on a single forest. Mail gateway and load balancer. Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Version or versions of the Exchange Server products used.	2013
ADs and Microsoft applications	Rough number of mailboxes and average mailbox size.	Around 700 mailboxes, most of them with archives. Average user mailbox size is 1 GB + Archives. Some shared mailboxes can be more than 50 GB (exceptional)
ADs and Microsoft applications	Are Public Folders used and if so, how many and how large - roughly?	No
ADs and Microsoft applications	Which mail system is in use today?	Microsoft exchange
ADs and Microsoft applications	Mailboxes need to be migrated.	Yes
ADs and Microsoft applications	Is there still shared folder in use?	No
ADs and Microsoft applications	Is Skype for Business in use?	No
ADs and Microsoft applications	Which version of Office is currently in use?	2019
ADs and Microsoft applications	What are the AD Aware Services in each Forest?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Are there any integrations of third-party applications with Active Directory?	Yes, we are using plenty of non microsoft applications that are accessible using Ad accounts, all our applications are using Ad authentication
ADs and Microsoft applications	Which tool is currently being used for SSO?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Is there any third-party tool for SSO being used?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	How many applications are integrated with SSO?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Are there any custom applications that are using SSO?	Yes
ADs and Microsoft applications	Which authentication is being used for SSO (SAML, SAML 2, ADFS, Open Auth, etc.)?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Is there any PAM solution in place?	In progress
ADs and Microsoft applications	How many and which Microsoft applications are you using?	All Office applications, Powerbi, Sharepoint
ADs and Microsoft applications	Are there any integrations of these applications with a third party?	Not sure but k2 and sharepoint seems pretty integrated
ADs and Microsoft applications	Are these on-premises applications or market-place applications?	Powerbi, MSTEams are not on premise but all the rest are on premise
ADs and Microsoft applications	Is your Microsoft Exchange On-Prem or on Cloud?	Both, full migration to cloud has been stopped because of contacts migration issues (at least thousand contacts cannot be migrated because email is already in use for users in Azure AD)
ADs and Microsoft applications	Are your 3 AD forests mutually trusted?	No, only two of them are trusted, each of them have a specific business purpose
ADs and Microsoft applications	Which technologies and languages are currently hosted On-Premises and need to be migrated to the Cloud? Also, which technologies and languages are already on the Cloud?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	How many departments or organizations are currently operating on your infrastructure?	All UPU International Bureau
ADs and Microsoft applications	What considerations have been made regarding the merging of AD forests?	The merge of forests has been discussed but due to the numbers of objects to migrate, potential business impact, human resources costs and lack of time, we never did it.
ADs and Microsoft applications	Why were / are they kept separate?	Historical decision to separate the main 3 businesses
ADs and Microsoft applications	Is there an overview of all business applications currently running on-premise? (referring to section 4.1.1 in Call for Tenders)	All of our applications a running on premise
ADs and Microsoft applications	What are the specific functions or roles of each of the three AD systems used in your organization?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	Have you classified your services based on their business criticality? If so, are there specific requirements or standards associated with these classifications? For instance, are there certain services that must maintain 100% uptime due to their criticality?	Yes
ADs and Microsoft applications	Accounts in existing 3 forests can be typically described as duplicate, eg. one person is having accounts in all forests or distinct, e.g. one person is having one account in one forest, and another is having account in another forest... What is the total number of identities (=persons) you are supporting?	You are right, more than 10 000
ADs and Microsoft applications	Have you considered any kind of AD forests consolidation (transforming relevant attributes) into 4th AD forest first before integrating with Azure AD?	Yes, but we need your expertise to tell us what is the best design
ADs and Microsoft applications	Regarding the Azure AD, the goal is to have just one tenant, or is there opportunity to have also separate tenants serving different business needs connected via B2B Cross tenant access?	We need your expertise to tell us what is the best design, it can be a design proposal
ADs and Microsoft applications	a. From the info available, we understand that there are three AD forests and one AAD. Kindly confirm.	Yes but 2 AD connect
ADs and Microsoft applications	b. Number of AAD connect sync deployed.	Two
ADs and Microsoft applications	c. ADFS servers	One
ADs and Microsoft applications	d. Azure AD tenant	One
ADs and Microsoft applications	e. No. of domains and domain controllers	Six domains
ADs and Microsoft applications	Is the current Microsoft exchange environment 100% on cloud?	No
ADs and Microsoft applications	Please share the total number of applications and servers workloads in scope of the assessment? Also, Please add any inference from "business" point of view like which apps can move and cannot move to cloud, e.g. due to latency requirements OR high transaction apps	Too early to provide an answer, part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	What is the current deployment process - terraform etc?	Part of the scope of this RFP, confidential data will be shared during the study.
ADs and Microsoft applications	The Vendor will conduct a comprehensive assessment of the UPU's current directories environment, including number, size, structure, configuration, dependencies and issues relating to UPU forests, domains, users, devices, applications, networks and policies"Q: How much time will be provided for assessment, How access will be provided?	The time that you need and that you will estimate in the offer. Access can be done using teams or webex. Secure portal may be an option if necessary
ADs and Microsoft applications	What is the operational methodology at UPU for maintaining applications/IT environments? ITIL?	ITIL
ADs and Microsoft applications	Is a quantity structure available for applications, subscriptions, data, users etc.? If yes, may you share it?	No
ADs and Microsoft applications	Beside the listed three on-premises Active Directory (AD) forests, do you have any other forests present in the organization?	No
Azure tenant and office 365 analysis	Is if other cloud service providers, with equivalent infrastructure and security certifications, may reply to the RFP and be considered as valid. The Azure cloud service would then not be a mandatory requirement for successful fulfillment of the RFP mandate. This has the strong potential, in this phase of analysis and design, for building a truly comparative business approach to cloud services driving long term value for UPU in terms of productivity, security, cost and performance.	Azure is the only option, no others cloud providers will be considered
Azure tenant and office 365 analysis	Do you already have an Azure tenant and what kind of authentication is used to access it?	Yes one tenant with Azure AD authentication
Azure tenant and office 365 analysis	If you have a Microsoft 365 tenant, what plan (E3, E5, ...) it is?	Microsoft 365 E3
Azure tenant and office 365 analysis	Do you already use the Microsoft 365 tenant and what services (such as Teams, OneDrive, ...)?	Yes, Outlook 365, MSTEams, Powerbi
Azure tenant and office 365 analysis	Does Sharepoint data need to be migrated?	Yes if there is a value added, but this you will be known after the full analysis
Azure tenant and office 365 analysis	Does Fileserver data need to be migrated	May be a couple of windows file servers, most of the file servers will remain on premise on a new NAS
Azure tenant and office 365 analysis	Is there any site-to-site connection currently in place with Azure?	Yes
Azure tenant and office 365 analysis	What is the current situation in your M365 migration projet ?	Stopped because of users and contacts replication issues due to duplicate emails already present in azure AD
Azure tenant and office 365 analysis	What workloads are running in the Microsoft 365 ?	Teams and some migrated mailboxes

Azure tenant and office 365 analysis	Have you already migrated your mailbox on Exchange Online ?	Not completely due to side effect of the migration mainly contacts migration issue, again linked to duplicate email already present in azure AD
Azure tenant and office 365 analysis	Do you have a roadmap regarding your migration to M365 ?	As soon as we can
Azure tenant and office 365 analysis	Identity hybridization: Azure AD Connect? Authentication (SSO? ADFS?)?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	What is your vision for the ideal migration planned for 2023 / 2024 ?	2024 hybrid
Azure tenant and office 365 analysis	What is your short-term, medium-term, and long-term vision (hybrid? hybrid + cloud? 100% cloud?)?	Hybrid + cloud (short and medium term)
Azure tenant and office 365 analysis	Is it possible to have one or more schemas of the Cloud Infrastructure (Hybrid, pure Cloud)	Part of the scope of this RFP, confidential data will be shared during the study.
azure tenant and office 365 analysis	"Azure tenant and Office 365 analysis to ascertain whether the existing default setup with a single tenant could be adapted to better correspond to the UPU's various business and security needs, and to help the UPU to resolve ongoing user migration issues (e.g. duplication of e-mail usage for contacts, users and MS Teams guest accounts coming from multiple domains/forests to a single Azure tenant) - Could you precise in details the various business needs and security needs ? Could you precise all the different operational issue that you are dealing with ?	So far the main issue that stop us is that it is not possible to synchronise all our users because of duplicate emails, one of the purpose of this RFP is to provide the best design to fix this issue and avoid others issues
azure tenant and office 365 analysis	Regarding the different workloads, have you already design migration strategy for examples, Lift & Shift, Migration to SaaS, Migration to PaaS ?	One of the RFP analysis requirement, we need your analysis results to know what is the best for us, costs are really important in this project
Azure tenant and office 365 analysis	Do you already have an Azure tenant and what kind of authentication is used to access it?	Yes, azure AD authentication
Azure tenant and office 365 analysis	Do you already have a Microsoft 365 tenant and what kind of authentication is used to access it?	Yes, azure AD authentication
Azure tenant and office 365 analysis	If you have a Microsoft 365 tenant, what plan (E3, E5, ...) it is?	Yes E3
Azure tenant and office 365 analysis	Do you already use the Microsoft 365 tenant and what services (such as Teams, OneDrive, ...)?	Yes, MStTeams, Outlook 365
Azure tenant and office 365 analysis	Does data need to be migrated? file servers	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Are there any third-party apps or services currently in use that need to be integrated into the M365 environment?	No; only Microsoft products in office 365, in azure will need firewall, load balancers and security appliances
Azure tenant and office 365 analysis	What type of network connection is available and is it sufficient for the needs of the M365?	1 Gb internet
Azure tenant and office 365 analysis	How many administrators are there and what is their M365 knowledge level?	Enough senior sysadmins, good knowledge in M365, and learning on azure
azure tenant and office 365 analysis	What is the end-user education strategy? Are additional resources or tools needed to retrain users on the M365?	Not relevant at this stage
Azure tenant and office 365 analysis	Are the Identities synced to Azure Cloud or not?	Most of them are synched, but not all of them, and we must have all of our users synchronised. Project was stopped because of sync issues mostly linked to duplicate email address (email already in use in azure AD) this has not been fixed yet and maybe linked to our existing on premise design, we expect to have fix on this issue with the result of the project linked to this RFP.
Azure tenant and office 365 analysis	Are all the forests synced to a cloud, or a single forest is synced?	All forests are connected using ADconnect
Azure tenant and office 365 analysis	Which Cloud Applications are currently being used?	Powerbi, Outlook 365 and MStTeams
azure tenant and office 365 analysis	It seems you already have a Microsoft tenant. If so, could you specify the licenses you currently have? In addition, do you have licenses for all your users?	We have licenses for all internal UPU users
azure tenant and office 365 analysis	Which of your services are currently hosted in Azure?	An inhouse developped application is currently running on kubernetes in Azure
Azure tenant and office 365 analysis	Are there any restrictions regarding the geolocation of your data?	Yes, it must stay in switzerland
azure tenant and office 365 analysis	Can you details all the issues you met on the identity due to 3 ad forest ?	The visible one is the users synch from multiple forest to a single tenant in azure. Users can exist in all the forest and the email of the user is the same in all forests. No issues as long as we are on premise, it works like this since decade, but issue appeared when all those users need to be synchronised in a single tenant, that is logical because of the uniqueness policy on email
Azure tenant and office 365 analysis	What is the current situation in your M365 migration projet ?	Stopped because of user and contacts replication and issue due to duplicate emails already present in azure AD
Azure tenant and office 365 analysis	What workloads run in Azure currently ? Iaas ? PaaS ?	Kubernetes cluster
Azure tenant and office 365 analysis	Is it possible to have one or more schemas of the Cloud Infrastructure (Hybrid, pure Cloud)	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	How do you define an 'issue' as mentioned in section 2.5 in Call for Tenders? Could you describe the protocol or process that is followed when an issue is encountered?	Anything that will stop us in our potential migration to azure or will impact the on premise production is an issue, our internal escalation processes cannot be shared at this stage
Azure tenant and office 365 analysis	Could we have a list of all the UPU services you have which will be relevant to this project? (referring to section 2.5 in Call for Tenders)	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Could you clarify your preferences between a full migration to Azure versus a hybrid solution?	Hybrid for short/mid term, after it will depend of the costs and benefits that UPU can gain from this migration.
Azure tenant and office 365 analysis	Do the services interface internally (employees of UPU) or externally (B2B / B2C)?	Both for some services
azure tenant and office 365 analysis	Do you already have any Azure/M365 licensing limitations, specifically do you consider using AAD Premium 2 level license, either directly or via M365 E5 plan?	Our E3 license, not sure if we can go to E5
azure tenant and office 365 analysis	Do you plan or have Azure AD application proxy in place for access to on-premises legacy apps?	We count of this RFP to do the best design , if this is part of the best design
Azure tenant and office 365 analysis	We need more information on Guests' workflows if available. Do these people all from an Org? Do these people short-term workers like Marketing Campaign or Call-center? Any information on this flow will be really nice to share.	To early to provide an answer to this question, it is part of the scope of this RFP, confidential data will be shared during the study
Azure tenant and office 365 analysis	How many subscriptions are there in total and what is the topology (Hub/Spoke or Mesh topology)?	There is one subscription with multiple Resource Groups. The topology is Hub/Spoke
Azure tenant and office 365 analysis	How are Azure workloads connecting to on-prem (Express route/ Site to Site VPN etc)?	Site to site VPN.
Azure tenant and office 365 analysis	What is the total size of the user base as well as geographic spread of users that would be leveraging the target platform for O365 platform?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	For O365, Are there currently any integrations or interfaces with any line of business systems? If yes, please provide the details	No
Azure tenant and office 365 analysis	Is UPU expecting the removal of landing page and go with OOTB Navigation from O365?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	What M365/O365 services are expected to be deployed/migrated for this project scope?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Azure AD	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Exchange Online	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- SharePoint	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- OneDrive	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Teams	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Security & Compliance	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Power Platform	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Devices	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	If using Exchange Hybrid, how many Mailboxes are OnPrem - how many in cloud?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Please provide details of your existing office 365 tenant?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- No of Users	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- No and Type of Mailboxes	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Average Size of Mailboxes	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- No of Groups	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- No of SharePoint sites	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Volume of Data in SharePoint, Teams and OneDrive	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- No of Devices and Types (Windows, iOS, Android)	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	For MS Teams, Can you provide following details?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Number of Teams and channels in the organization	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	- Have you enabled Teams for Audio, Video conferencing?	Part of the scope of this RFP, confidential data will be shared during the study.
azure tenant and office 365 analysis	Are there some 3rd party Apps deployment and used on Teams ?	No
azure tenant and office 365 analysis	Is there external access (users outside the organization and guests) enabled in Teams?	Yes
azure tenant and office 365 analysis	What are the other features enabled in Teams (e.g. Tabs, Connectors, Bots, Cloud storage integration etc)?	Part of the scope of this RFP, confidential data will be shared during the study.
azure tenant and office 365 analysis	With reference to 4.1.1.1, please confirm if O365 Security is also in scope for the assessment?	Yes
Azure tenant and office 365 analysis	Does UPU have foundation built on azure already? please provide the workload volume split between Azure vs. on-prem?	Yes, done by microsoft, but needs to be reviewed and may be adapted. Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Can you please provide current Azure Landscape? It would be helpful if UPU can provide their existing Azure setup Architecture Diagram.	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Does UPU prefer to leverage their existing tools and Technology in Azure or do they expect vendor to propose the tools based on Vendors recommendation?	This part of the analysis to check with us what is the best. Of course the costs of buying new products should be taken in consideration,
Azure tenant and office 365 analysis	During analysis phase, are automated processes for information gathering supported? (I.E. connect Azure Migrate to VMware to generate a list of VMs and possible plans for migration to Azure or do we have to rely on manual processes)	We have to assess the tool but if it is ok, you will be allowed to use it
azure tenant and office 365 analysis	How many employees are maintaining your Azure Cloud?	Part of the scope of this RFP, confidential data will be shared during the study.
azure tenant and office 365 analysis	How is your Azure environment provisioned? Manually, automated? If automated, which tools are used?	Part of the scope of this RFP, confidential data will be shared during the study.
Azure tenant and office 365 analysis	Do you use any governance framework or architecture standard for the cloud or on-prem? For example Microsoft Well-Architected Framework, Microsoft CAF (Cloud Adoption Framework for Azure)? If not, are you open the selected vendor to support you with such framework/methodology to accelerate the adoption of cloud and support UPU in achieving operational excellence?	We are not using them. We are open to this kind of proposition
Azure tenant and office 365 analysis	How many Azure regions are you currently using? If more than 1 are they connected?	Only 1 region
Azure tenant and office 365 analysis	Do you have EA with Microsoft	Yes
Azure tenant and office 365 analysis	Do you use split tunneling or forced tunneling?	Split tunneling
Azure tenant and office 365 analysis	Do you have any specific pain points or challenges you are facing with your current NW setup and solutions?	Scalability and integration with on-prem services
Azure tenant and office 365 analysis	Can you provide more info around the network configuration in Azure? What Azure network services do you use in the following areas - Connectivity services, Application protection services, Application delivery services, Network monitoring?	Standard hub and spoke layout with Azure firewall and VPN gateway linking with on-prem. Azure WAF implementation is pending.
Backup solutions analysis	Can you provide please an overview of the current backup solution and the use cases it is targeted to (regular backup restore for user based errors, part of DR solution, etc..)?	Our current backup solution meet the iso27001 controls requirements, it is very important, we have two backups copy in different locations
Backup solutions analysis	Does a disaster recovery plan exist or does one have to be drawn up?	Yes, based on sites replication and backup solution
Backup solutions analysis	Which product is currently being used as a backup solution?	Veeam

Backup solutions analysis	What kind of backups are being taken (Systems State, File Level, Database level)?	All of them
Backup solutions analysis	What are the RTO and RPO of the DR services?	Part of the scope of this RFP, confidential data will be shared during the study.
Backup solutions analysis	How many services are being configured as DR services?	Part of the scope of this RFP, confidential data will be shared during the study.
Backup solutions analysis	What kind of workloads do you want to back up (databases, service buses, file systems, VMs, object storage, etc.)? Do you have an estimation of the data volume involved?	Part of the scope of this RFP, confidential data will be shared during the study.
Backup solutions analysis	What backup solutions are currently in place for your services, and how important is it to maintain the same level of backup for the services that will be migrated to Azure?	Veeam, we expect the same level of backup and retention
Backup solutions analysis	Does UPU open-minded on the usage of more modern strategies of data protection, such as redundancy in replace of general backup? ex. parallel streaming and storing data in N>1 of separated storages.	Yes if it is proved that the existing features are all covered and that the new solution is more cost effective (training costs, products costs, associated costs)
Backup solutions analysis	Is same backup tool to be used in Azure for backup for the current project? If not please provide the tool name?	No Veeam backup options are installed for azure
Data migration and On premise Vms to azure migration analysis	What is expected intention of the VMware virtualization environment? (VMs for the AD Connect infrastructure, SharePoint Server in hybrid mode, Exchange Server in hybrid mode, etc.?)	We are nearly fully virtualised since decade, most of our production is running on it. The expected solution is to have our Active directories to work in hybrid mode for some services (not defined yet) without any issues with office 365 and azure AD (our main issues are the azure AD user's synchronization from multiple forest in a single tenant azure Ad, but we may face others issues and we want the proposed solution to handle all possible issues) and the costs of migration. We would like to get rid of the Exchange servers and finish migration of mailboxes to office 365. For SharePoint we would like to know what are the best options hybrid or full azure based on our business cases and costs. Others Existing Vms in hybrid mode
Data migration and On premise Vms to azure migration analysis	How many VMs are there to be migrated?	RFP result should answer this question based on value added of the migration and all costs associated to it
Data migration and On premise Vms to azure migration analysis	What is the total data of VMs in Terabytes?	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	What are the OS Versions of VMs?	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	What is the total data of the storage/file share to be migrated?	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	Regarding the different workloads, have you already design migration strategy for examples, Lift & Shift, Migration to SaaS, Migration to PaaS ?	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	Are the restrictions for geolocalization of data that are relevant to UPU already known, or should they be found out?	Data must stay in Switzerland
Data migration and On premise Vms to azure migration analysis	Regarding data migration, what are your priorities in terms of costs, risks, and benefits?	Benefits should be higher than risk and costs
Data migration and On premise Vms to azure migration analysis	What restrictions do you have on geolocalization of data? (referring to section 4.1.1 in Call for Tenders)	Data must stay in Switzerland
Data migration and On premise Vms to azure migration analysis	Have you considered different migration approaches such as Lift & Shift, Modernization, Refactoring, or a Rewrite? If so, which one are you leaning towards? (referring to section 2.5 in Call for Tenders)	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	What is the level of interest or priority at UPU in re-implementing applications as cloud-native services? (referring to section 2.5 in Call for Tenders)	Part of the scope of this RFP, confidential data will be shared during the study.
Data migration and On premise Vms to azure migration analysis	Must High-Availability be provided only for users inside Switzerland? Can it be considered now or any time in nearest future to scale the app on other regions/countries or we can assume that it's a single country product.	Data must stay in Switzerland
Data migration and On premise Vms to azure migration analysis	In Data Migration is UPU talking about Database migration or does it also covers file server/ file shares migration also?	It can cover couple of windows file servers, the hardware NAS appliance will stay on premise
Data migration and On premise Vms to azure migration analysis	Do you have to migrate only VMs or also physical servers? Can you provide a list with the number and specifications of servers (OS, RAM, CPU, Storage, etc.)?	Only VMs, part of the scope of this RFP, confidential data will be shared during the study
Dev and test	Custom software:	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• What technologies are used (language, frameworks)?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Is it possible to have access to the source codes to assess their migration to the cloud?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Are they all concerned with a migration to the cloud in the short term?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• What data volumes are associated with these (database, file, other)?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• If certain software requires certain adaptations to be migrated to the cloud: do you have a team or a service provider to do this or is this a service that we can offer you?	Yes we have
Dev and test	• What tools do you currently use?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Source code	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• CI/CD	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Backlog	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Documentation	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	• Hosting / containers	Kubernetes
Dev and test	• Main tools (Visual Studio, Eclipse, others)	Visual studio
Dev and test	• Dev, Integration, QA, Preprod, Prod?	Dev, preprod and prod
Dev and test	What workloads run in Azure currently? IaaS? PaaS?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	Regarding devops implementation, could you precise if UPU is already using DevOps /secDevOps culture and tools?	One of the RFP analysis requirement, we think DevOps can be good but we need you to analyse the existing and show us what will be the benefits and costs for its implementation
Dev and test	Can you provide please an overview of the Development and Test environments and for what kind of activities they are used?	To produce codes for postal applications and test the produced codes
Dev and test	Is there any source-code control management solution in place?	Yes
Dev and test	Is there any CI-CD Pipeline solution in place (Azure DevOps, AWS, Jenkins, etc.)?	DevOps in azure as trial, no devops on premise
Dev and test	Which lower environments are in place (Dev Test, UAT, Pre-Prod, etc.)?	Dev-test, pre-prod and prod
Dev and test	Is there any replica of Production in the test?	Not in the test
Dev and test	Which virtualization is being used in the environment?	Vmware
Dev and test	How many internal developers and Ops do you have?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	Could you provide details about your existing development environments and the framework of your developments?	Part of the scope of this RFP, confidential data will be shared during the study.
Dev and test	Do you have a CI/CD platform? And what is your level of experience with DevOps pipelines and Infra-as-code language?	Learning phase for developers, with one azure certified dev expert.
Dev and test	In what sense do you address "DevOps" in Section 4.1.1 in Call for Tenders? Do you refer to DevOps processes or Azure DevOps?	Both, we want to implement DevOps and we need advise on what will be the best for us, based on the required analysis,
Dev and test	Could you clarify the types of testing procedures you're referring to in Section 4.1.1 in Call for Tenders, second last bullet point? Are you referring to system tests, integration tests, unit tests, or something else?	Inhouse developed applications test, we have a team dedicated for this
Dev and test	What tool is used for source code management? (referring to section 4.1.1 in Call for Tenders)	TFS
Dev and test	What is the technical basis of the mentioned applications (i.e. Java, .NET or other frameworks)?	.NET
High Availability and Disaster recovery analysis	"High availability and disaster recovery analysis to demonstrate the benefits and costs of an Azure hybrid solution, taking into consideration all restrictions that the UPU may face with regard to geolocalization of data" Cloud you precise the restrictions that UPU is facing?	Our data must stay in Switzerland
High Availability and Disaster recovery analysis	Can you provide information on your high availability and disaster recovery requirements?	We have sites redundancy and HA with our on premise solution, we expect the same with any other solution proposed
High Availability and Disaster recovery analysis	For Disaster Recovery is UPU talking about DR for the server workload or is it applicable for other services like AD, SharePoint and all other services listed in the RFP? Please provide details.	Every important services must remain redundant like they are at the moment
High Availability and Disaster recovery analysis	Do you have redundancy on all levels (network, storage, compute, etc.)?	Yes
High Availability and Disaster recovery analysis	Do you use any HW devices or cloud services in your HR and DR setup?	We use HW devices, no cloud services
High Availability and Disaster recovery analysis	Do you have any specific pain points or challenges you are facing with your current setup?	No
High Availability and Disaster recovery analysis	Are there any compliance or regulatory requirements that impact your strategy and setup?	ISO 27001
Identity	Is there any IAM third-party tool integrated with Active Directory?	Yes, it interacts with all AD forests and SQL
Identity	Are you using any third-party Identity Providers for applications?	In progress
Identity	Can you list in details the current architecture regarding the identity platform?	Part of the scope of this RFP, confidential data will be shared during the study.
Identity	Have you considered or can it be proposed to use third party solution for Identity Platform, e.g., Okta, Ping etc. If yes, would be possible long term or just for putting the Azure AD (now Microsoft Entra ID) or more broadly Microsoft Identity Platform?	Yes, in progress
Identity	Does UPU open-minded on the usage of some in-house / 3rd parties Orchestrators on top of your 3 AD aka Okta or custom-engineered and secured tool?	Yes
Identity	Please provide the volume of application workloads dependent on AAD and on-prem AD respectively and different identity providers used?	Part of the scope of this RFP, confidential data will be shared during the study.
Identity	How are the applications exposed to the users? Internal only and or also exposed to the Internet?	Both
Logging, Management and Monitoring Analysis	4.1.1 Can you details what are your expectation on the monitoring? Are you expecting a solution that can monitor your Azure workload?	A solution that can monitor azure and on premise
Logging, Management and Monitoring Analysis	What logging, management and monitoring solutions is used today in the on-premises environment (SharePoint, Exchange, SQL Server)?	We use couple of monitoring solutions from Microsoft and specialized providers
Monitoring	What are your current monitoring tools?	Manage Engine suite
Monitoring	What is the type of log ingestion (Audit, System Logs, Application logs, etc.)?	All of them
Monitoring	How many dashboards are configured?	Many
Monitoring	What kind of alerts are being configured (Critical, warning, etc.)?	Critical, warning
Monitoring	Is there any SIEM solution in place? Kindly provide the name.	No
Monitoring	How are logs and monitoring currently managed within your organization?	Admins teams (systems and applications) manage and review the logs.
Monitoring	Are you already using a SIEM like Splunk or Elastic?	Part of the scope of this RFP, confidential data will be shared during the study.
Monitoring	Do you have any monitoring job/tool/logging in place for monitoring the O365 and Azure environment?	No, part of the scope of this RFP, confidential data will be shared during the study.
Monitoring	Is same monitoring tool used in Azure for resources? If not please provide the tool name?	Part of the scope of this RFP, confidential data will be shared during the study.
Monitoring	Are there multiple monitoring/logging tools being used currently or only single tool is being used to cover all monitoring requirements?	Multiple
On premise infra	What are the main objectives of your IT infrastructure?	Host all our applications and services, under UPU direct supervision and responsibility

On premise infra	What are the main operating systems used in your infrastructure (Windows, macOS, Linux, etc.)? Do you use or plan to use Endpoint? What types of Microsoft licenses are currently in use?	Windows , Microsoft 365 E3
On premise infra	What are the main software and applications you use?	Part of the scope of this RFP, confidential data will be shared during the study
On premise infra	How do you manage the security of your IT infrastructure (firewall, antivirus, etc.)?	Dedicated security team
On premise infra	How many physical servers do you have in your infrastructure?	Around 50 physical servers + appliances
On premise infra	What are the specific roles and functions of each server in your network?	Part of the scope of this RFP, confidential data will be shared during the study
On premise infra	Do you have dedicated servers for specific tasks, such as file servers, email servers, or database servers?	Yes
On premise infra	Do you use virtual servers or virtual machines? If yes, how many do you have and what are they dedicated to?	Yes in majority VMware, around 1000 Vms
On premise infra	What operating systems are used on your servers?	Windows server
On premise infra	How are the servers interconnected? Site-to-site VPN? Dark fiber (direct link)?	Site 2 site VPN=Dedicated 10G L2 lines between datacenters, the rest will be provide in next stage
On premise infra	Do you have a star, ring, or mesh network architecture?	Ring
On premise infra	Do you have redundant servers or a failover infrastructure in case of failure?	Yes
On premise infra	What is the level of virtualization in your infrastructure (e.g., VMware, Hyper-V, KVM)?	Vmware close 100 %
On premise infra	How do you manage the security of your servers (firewall, restricted access, etc.)?	Dedicated team
On premise infra	What are the main issues or challenges you face with your current infrastructure? Technical and business points of view.	No real issue
On premise infra	How do you manage backups and data recovery in case of a disaster?	We are using hot backup (for user based errors) and cold backup on deported site (for DR). Retention is based on GFS policy.
On premise infra	PRA (Disaster Recovery Plan) / PCA (Business Continuity Plan)? Backup copy? Replication?	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	10. How do you manage user access and authentication to your network?	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	Do you have a patch management and system update policy?	Yes
On premise infra	What types of storage do you use for your data (local servers, cloud storage, etc.)?	Nvme and SSD storage arrays, no cloud storage
On premise infra	What is your current network bandwidth capacity?	Internet 1Gb, 10 Gb between all servers
On premise infra	How do you manage monitoring and performance management of your infrastructure?	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	Who are the main hardware and software vendors you work with?	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	How do you handle technical support requests and user support within your organization?	Dedicated UPU support teams
On premise infra	The high topology (organizations, sites, server roles, HA/DR etc.).	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	Are policies in place for mobile access to corporate resources or do they need to be created?	Yes
On premise infra	What kind of support is needed after migration? Are internal resources used or is a managed services provider required?	UPU Internal resources will ensure the support
On premise infra	Is there any plan to Merge Forests into a single Forest?	This is one of the options, but the result of the RFP should tell us what is the best for us, taking in consideration all the costs and benefits associated to such a change
On premise infra	Which services must have a footprint in on-premises?	Probably our big data platform, and high sensitive data and applications, but it is part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	What solution do you use for data storage? Do you have an estimation of the volume of your data?	On premise storage arrays with metrocluster between sites (NVME and SSD)
On premise infra	Concerning your mobile phone policies for your employees, do you have dedicated devices (pro) or do you implement bring your own devices (BYOD) policies?	Dedicated devices, no bring your own devices in UPU
On premise infra	Who is responsible for the current on-premise datacenter?	The operation manager
On premise infra	What are the main pain points or challenges with the current infrastructure that UPU hopes to address through this project?	No real challenges on the existing infra. Our project to migrate to azure is more linked to a feeling that it is inevitable but this RFP is also there to show us the costs, the complexity and the benefits to such a migration.
On premise infra	Are topology diagrams available for application landscape, network (for all analysis topics) - on-premises and Azure? If yes, may you share it?	Part of the scope of this RFP, confidential data will be shared during the study.
On premise infra	Do you have any constraints to move your entire estate to the cloud? For example, if some Apps/workloads need to stay close to the users due to latency requirements, some special hardware devices like dongles, HSMs, etc.	No constraints, we are looking for the best balance Cost/Efficiency/Risk/Services
Project	Does the participation to the phase "consultancy" also allow to participate to the phase "realization / implementation" or are consultants excluded from the following phase ?	No you can t participate to both phases
Project	We have a question about the use of subcontractors. Is it allowed or not ?	Not for this project
Project	What is the intention behind the 30% discount stated in rows 30 and 42 of the Excel sheet? Are we required to provide a price that is 30% lower than our standard price?	No, it is an exemple
Project	What is the purpose of the additional discount mentioned in row 59 of the Excel sheet? Is it over and above the 30% discount?	No, it is an exemple
Project	Ref. 2.8 Is there any weight or percentage attributed to each of the three criteria?	Yes
Project	Ref. 3.1 Do we need to submit the cover letter as a PDF in Word or PowerPoint? Is a format available?	Usually PDF
Project	Refs 3.2, 3.3, and 3.5 Do we need to submit the executive summary, bidder information and technical proposal as a PDF in Word or PowerPoint? Is a format available?	Usually PDF
Project	Ref. 3.7 - Please advise whether only one invoice is to be raised to UPU on completion of the project, or whether multiple invoices can be raised based on a payment schedule agreed between the bidder and UPU?	As written "The services provided by the Vendor shall be invoiced in arrear on a monthly basis"
Project	Ref 3.8 UPU General Terms & Conditions are not enclosed. Please provide the same.	Will be provided at contract phase
Project	Ref. 4.2. a) Is there any example of a reference letter/ work completion certificate available? b) We have a relationship with Microsoft. Please specify the documents required for our Microsoft relationship and we will furnish the same. c) What documents are required regarding information security and from other technology suppliers?	"Gold partnership" from microsoft can be proved by official microsoft documents , same for others suppliers
Project	Ref. 4.4 There are more assessment criteria mentioned in 4.4 when compared to Ref. 2.8. Do we need to follow the criteria in Ref. 2.8 or Ref. 4.4? Also, what evidence is required for subpoints 1 to 4?	Ref 4.4
Project	"Ref. 3. For each of the requirements listed in this call for tenders, Bidders shall answer with one of the following statements: Covered, Covered with limitations (explaining relevant limitations), Not covered.Are we referring to section 4 for this paragraph?"	Yes and any others paragraph that may contain requirements
Project	Can you please clarify the expected goal for the AD analysis? (Is it for purpose of hybrid identity and access management to Azure tenant and Microsoft 365 services, or is the goal a migration and consolidation of the AD?)	It is both, as we will be in hybrid mode probably for years, but first the goal and priority is to have an on premise AD structure compatible with our AD azure. Another way to see things can be to adapt our existing Azure AD tenancy top match our 3 forests and associated domains: We have ideas here, but we want an external company to propose the best options in term of costs of implementation, hosting...
Project	Will there be a project leader appointed for this initiative to make the bridge with the UPU stakeholders?	Yes
Project	Is on UPU side dedicated staff available representing the domain ?	Yes, all domains of expertise listed are covered by UPU people, and UPU will work in collaboration with the provider during analysis and design
Project	What activities have been done in the past before reaching out to potential bidders via SIMAP?	Start of migration to exchange 365 , failing due to duplicate emails coming from different UPU domains...and UPU contacts
Project	Is already a plan or a high level roadmap defined with respect to the upcoming migration ?	No
Project	We would like to participate in the above named tender and would like clarity on whether it is open to Companies across the globe despite their location	Yes, but communication will have to be perfect, and onsite visit maybe needed, you should add this cost in your offer.
Project	2. Is on UPU side dedicated staff available representing the domain	Yes, we have in house teams expertise for all the topics covered in this RFP
Project	3. Will there be a project leader appointed for this initiative to make the bridge with the UPU stakeholders?	Yes
Project	4. What activities have been done in the past before reaching out to potential bidders via SIMAP?	Several activities on Azure AD with existing partners, including Microsoft directly, but no big project
Project	Is already a plan or a high level roadmap defined with respect to the upcoming migration ?	No
Project	We have a question about the use of subcontractors. Is it allowed or not ?	No subcontractors, the company must have all competency and expertise in house
Project	If other cloud service providers, with equivalent infrastructure and security certifications, may reply to the RFP and be considered as valid	No, only azure
Project	How is the success of the migration measured and which KPIs are relevant?	This is one the reason of this RFP, to understand the values added, the costs reduction compared to the existing on premise, taking everything into account,
Project	How many references do you require?	Usually 2 or 3 is good
Project	Should the tender include a statement of acceptance of the UPU General Terms and Conditions in the cover letter or in a separate document?	You will get the GTC to sign, the GTCs are available in the procurement page of the UPU's website. https://www.upu.int/en/Universal-Postal-Union/Procurement
Project	Regarding the executive summary, could you specify the wished size, number of pages, and format?	PDF, for the number of pages do what you usually do, but keep in mind that we will need to read it after.
Project	For the required analysis on "ADs and Microsoft applications," could you provide further details on the specific aspects to be addressed?	AD forest and domains, MS exchange, MS SQL and any microsoft applications
Project	Do you accept a .ppt format as response ?	PDF
Project	What are your main priorities on the different streams ? Identity, M365, Azure ?	All of them, but fixing the synchronisation of users in order to work perfectly in hybrid mode will unlock all the others topics
Project	What are your target in term of workload migration strategy ?	Part of the scope of this RFP, confidential data will be shared during the study.
Project	By when must participation in the tender be definitively confirmed? In chapter 2.20, to which you refer, there is no date provided.	Deadline for submission of tenders to the UPU: 15th of august 2023 at 20.00 CET/CEST
Project	Are there already partners for the later implementation phases, or will there be a separate tender for this?	We may implement it ourself, or create a separate tender
Project	Are the costs for the current operation of all relevant solutions known? This should also include internal expenses (incl. housing, wages, etc.) if a cost comparison is also desired.	All costs of on premise hosting are known by us
Project	What is meant by the guaranty written here? Would following best practices done in past projects and referencing Microsoft recommendations suffice?	The Vendor must guarantee that the proposed design will be 100% Azure compatible and that UPU will not get any issues in case of decision to migrate some or all UPU services and IT infrastructure to Azure.
Project	Are we correct in the assumption that the third paragraph in 2.5 Objectives describes the objectives of the project assigned by this tender (to be done by the "vendor") and not the objectives of this current tender procedure (content to be delivered in response to this tender)?	The deliveries expected from all requested analysis are described in the consulting days excel file that we provided, The implementation of the deliveries will be done by us or using a new RFP

Project	What, if any, other resources (roles, experience) will be assigned to this mandate and what will be their availability?	You can expect collaboration of UPU experts in all on premise activities covered
Project	Do you have a precise idea of the TCO of your applications or infrastructure?	Part of the scope of this RFP, confidential data will be shared during the study.
Project	Due to strict NDA with our customers, we shall provide (customer name, SPOC details with whom reference checks could be done, detailed scope of work done for the particular customer) for the proposal submission on August 15. The actual reference letter shall be shared upon UPU's request post the submission stage. This is only due to the NDA signed with our other customers. Will UPU consider this request or would this disqualify us from the bid process post submission?	Without prejudice to providing the relevant evidence of their competency/work through other means besides reference letters themselves, the Bidder may provide such documentation following the submission to the offer, but in time to be considered for the evaluation of its bid.
Project	Vendor understands that the current proposal submission should include the pricing for the assessment and the submission of deliverables as mentioned in the RFP. The pricing / approach for the actual migration shall be done post analysis and submitted as a deliverable. Please confirm.	The price provided in response of this RFP must be the final price, no additional costs will be accepted, Later depending on the result of the work done during this analysis and design project, there may be another RFP for the implementation,
Project	The parent company xxx, Inc. is based in USA. In Europe it operates through 100% wholly owned subsidiaries xxx based in the UK and xxx based in Germany. Can any one of these companies bid on this tender?	We want only one company that have all the knowledge to work on this project, not subcontractors
Project	Are descriptions of reference projects and contact details of the respective stakeholders sufficient or do you expect letters of reference written by the clients? (referring to section 4.2 in Call for Tenders)	No it is not sufficient. As written in RFP you need to provide reference letters and/or work completion certificates
Project	If a Swiss company is part of a pan-European group, are the references of other country companies counted or only those of the Swiss company taking part in the tender? (referring to section 4.2 in Call for Tenders)	This shall be assessed on a case-by-case basis.
Project	What will the further process look like between 15 August and 30 September? For example, will there be pitch presentations of a shortlist of bidders?	As written 2.18 The deliberations of the UPU Tenders and Procurements Committee (TPC) are strictly confidential. Bidders will be informed of the outcome of their tender as soon as possible after the UPU has made its final selection.
Project	At what time is the announcement of the vendor planned, as currently the expected signing date is 30 September and the project start date is 1 October?	It will depend on our general direction decision, there is no guarantee that this RFP will lead to a project. It is a request for prices.
Project	Is there a weighting of the evaluation criteria? (referring to section 4.4 in Call for Tenders)	Yes
Project	What will the contract model look like? How binding is the cost estimation in excel sheet (Annex 1)? Is it a fixed price or can payments be settled according to time & material?	The contract model will look like a Services Agreement in accordance with the relevant provisions of the UPU GTCs, including the relevant clauses on the UPU's privileges and immunities. The price that you will fill in the excel price list is the final price, no over costs will be accepted. You should evaluate the risks when answering and commit to the requested guarantee of results. Regarding the contract it will be managed later with our legal department.
Project	Who are the primary stakeholders we would be interacting with during the project? Are the primary stakeholder based in Switzerland or are they distributed globally?	You will be in contact directly with UPU experts teams located in BERN
Project	Who are the specific business stakeholders we would be interacting with during the project? Are the specific business stakeholders based in Switzerland or are they distributed globally?	You will be in contact directly with UPU experts teams located in BERN
Project	Could you clarify what you mean by "detailed technical documentation" mentioned in section 4.1.2 in Call for Tenders, first bullet point? Are you referring to architectural details?	Everything proposed should be documented, if there is a new design, the architecture should be documented using a visio diagram for example.
Project	Do you already have a partnership or contact established with Microsoft?	Yes, we setup the tenant with them directly
Project	Which services are included in your migration plan, and have you determined which of these services you intend to prioritize for initial migration? (referring to section 2.4 in Call for Tenders)	Part of the scope of this RFP, confidential data will be shared during the study.
Project	How will the success of this project be measured? Are there any specific key performance indicators that we should be aware of?	Benefits should be higher than risk and costs
Project	Beyond migrating to a hybrid Azure environment, what are UPU's specific goals and objectives for this project? Are there any particular outcomes or improvements that they are hoping to achieve?	Same as above
Project	Are there pre-defined requirements for this project, or are we expected to help develop these requirements through discussions with stakeholders?	You're expected to help us. Discussion with all UPU stakeholders is mandatory to get all your questions answered and will be planned
Project	What is your plan to give analysts appropriate access rights and operational tools in your environments?	It can be teams or webex or onsite
Project	What would be remote access opportunities, if any?	It can be teams or webex or onsite
Project	13) In the file "pricing structure" there is cell D16 filled in with "1616,24". Why is it so - is it an example only? Also cell D30 "discount" is pre-filled by 30% - again, can we change it?	It is an example and you can change it
Project	The risk of being locked into Azure and the costs associated with roll-back to an on-premises solution must be evaluated; -> Does the Company prefer to stay cloud-agnostic, but spend more on the migration?	Only azure is an option for us, but before we go, if we go to azure, we want to know the costs to return on premise (rollback), we are not sure yet that we will migrate to Azure,
Project	Are you expecting the provider to quote cost to support the following as an outcome of the assessment?	Yes
Project	- Detailed design Technical Documentation	Yes
Project	- Detailed design cost Documentation	Yes
Project	- Detailed design project implementation	Yes
Project	Can you please elaborate the expectations from the provider on Detailed design cost Documentation, migrate strategy, timelines etc as we feel it can be made feasible post assessment only? Please confirm	We need an estimation cost for the VM migrations based on several scenarios that we will discuss and provide, costs should include: human workforce days, license costs, hosting costs, any other costs and rollback to on premise cost.
Project	Is UPU fine with vendor deploying and running the assessment and migration tools in their On-Premises and Azure Environment?	If needed. Vendor will need to run assessment tool it must be in and from UPU environment, under UPU experts supervision
Project	In the RFP response is UPU expecting vendor to provide the tools and technologies being proposed along with their cost on Azure (Specifically from Network & Security, DevOps Standpoint)?	Yes all costs need to be analysed in order to give UPU an IDEA of the potential costs in case of migration scenarios
Project	Q. Considering we need to submit a fixed price for this RFP and the volume of work and specifics will only be clear after the assessment, please suggest on how vendors can arrive at the cost in the most accurate way possible.	We understand it is a tricky part, we don't expect the real final price but a rough estimation, maybe you can use some scenarios with us, like cost of full migration to azure, cost of half to azure, cost calculation of selection of services, same calculation for the roll back to on premise and you can make an estimation.
Project	The scoping for September to December is: Analysis, possible development of migration plans and then documentation of implications (cost, project setup, technical solution). Is this correct?	I think it maybe be postponed a little but it is true that we do this analysis project, we would like to finish it before end of the year
Project	How is UPU usually running projects? Hermes, Scrum, ...?	We try to adapt
Project	How many stakeholders are involved to gather required information for the analysis? (I.E. departments, teams, persons etc.)	All involved teams will be helping
Project	Can you please advise if the expectations are the assessment in different areas to be done from IAM (Identity and Access Management) perspective only, or a full-blown assessment is expected in every listed area, to understand the current design and setup, pain points and challenges, and propose an optimal future solution, having in mind the plans of UPU to move to Microsoft Azure, the possibilities for that, and the decisions that will be taken during the assessment?	Full-blown assessment is expected in every listed area, to understand the current design and setup, pain points and challenges, and propose an optimal future solution, having in mind the plans of UPU to move to Microsoft Azure, the possibilities for that, and the decisions that will be taken during the assessment
Project	Once the selected Vendor propose the future state and provide all deliverables, listed in the RFP, what will be the approach of UPU when it comes to the implementation? Can the selected Vendor be awarded also with the entire implementation or part of it? If yes, what will be the format of engagement?	The Bidder selected for this Tender won't be able to participate to an eventual 2nd RFP dedicated to the implementation (UPU Internal Rules)
Project	Request to amend clause as follows: Para 4: If a Bidder violates the confidentiality provisions contained herein, it shall be liable to pay a penalty upon the direction of the competent court of jurisdiction to the UPU unless it can prove that no fault is attributable to it. This penalty shall not exceed 50,000 CHF per infringement. Payment of any such penalties shall not release Bidders from their obligation to observe these confidentiality requirements.	Will have to be discussed with UPU legal department, no answer yet
Project	Kindly clarify on the process of evaluation and award of contract.	This is a confidential and internal only process. All offers will be subject to the same evaluation model (weight/percentage/Cost) for each criterion evaluated.
Project	Are As Is Deployment design documents available on day 1 for the areas of analysis, e.g Network design, Sharepoint farm design, Data base cluster design?	Yes
Project	The execution timelines mentioned in the RFP document seem very tight, is there a possibility to extend?	Can be discussed
Project	Is it possible to propose any modifications to the terms of the contractual documents and, if so, how and when shall such proposals for modifications be addressed?	The offer submitted by the bidder shall be binding in what concerns prices and technical specifications. In general, agreements with the UPU may have only small deviations from its GTCs on matters that are not recognized by our legal team as essential for the provision of the services or to uphold the status of the UPU as an intergovernmental organization and specialized agency of the United Nations.
Project	Is there a clear policy in not being able to be selected for both the analyses RFP and implementation RFP, we would need to decide on this beforehand?	It is a UPU legal policy, the vendor that will do the design won't be able to apply for the implementation RFP if any.
Project	If there is a clear policy in not being able to be selected for both the analyses RFP and implementation RFP, what could be the reason for not publishing an RFP for implementation?	The decision to open or not a 2nd RFP for implementation will be taken after the analysis/design phase
Project	In the RFP it is mentioned that part of the activities need to be done on-site due to some specifics, can you elaborate more?	Meeting with all the UPU technical Teams, share of strategic data, advanced discussion could requires to be onsite
RFP non-technical and project related	Can you please clarify the expected goal for the AD analysis? (Is it for purpose of hybrid identity and access management to Azure tenant and Microsoft 365 services, or is the goal a migration and consolidation of the AD?)	Both
Security	What are your privacy and data protection policies?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	GDPR, nLPD, sector-specific standards?	ISO 27001 and Iso 27002
Security	Do you have any specific regulatory compliance requirements for your infrastructure?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	Are there special security and data security requirements that need to be considered?	iso 27001 and 27002 (we are certified and audited every year)
Security	Microsoft Cloud platform (Azure/M365) are already ISO27001 certified. Can you details your expectation from the selected vendor ?	We are ourself certified since 3 years and we are not sure at all that the fact microsoft Azure /Office 365 is certified means that everything we put inside will be certified, the vendor will have to discuss with our dedicated ISO and security team and check if all the existing controls that we have in place will be fulfilled in azure and office 365

Security	Does a comprehensive view of the current on-premises IIT-Networks already exist, or is a manual or automatic analysis necessary?	It exists
Security	In addition to ISO 27001:2022 and ISO 27701:2019, do you have other security requirements and compliance constraints?	To be checked in next stage with ISO and security team
Security	What are your current security policies for your on-premises environments?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	Did you already perform a risk analysis and a Business Impact analysis of your ecosystem?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	Do you have a cartography of your data and a classification? Meaning, do you know what kind of data are sensitive (ex: Personal Identifiable Information) and where they are hosted ?	We are ISO 27001 certified
Security	Do you have a dedicated resource on your side such as a DPO or a CISO who is in charge of the ISO 27001/27701 certification ? Will these resources be available during the mandate to provide appropriate elements regarding the security topic with their knowledge of UPU ecosystem?	There is a ciso and ISO and security dedicated team, they will be available
Security	Do you have any requirements on auditability by third parties? (referring to section 4.1.1 in Call for Tenders)	We are audited every year for ISO 27001
Security	Is there an overview of current network set-ups?	Yes, will be provided at next steps
Security	Could you provide a high-level overview of your current IT infrastructure? This includes details about the existing on-premise systems, network architecture, and security protocols.	Part of the scope of this RFP, confidential data will be shared during the study.
Security	How is data currently managed, stored, and backed up? Are there any specific data privacy or security requirements that we should be aware of?	We are following ISO27001, with encryption and different sites to store the backups
Security	Swiss attract migrants from different countries and they can become employe of UDU. The PII data of those workers can be stored inside some of the ADs. The regulations and Laws for diff Citizens can be really different, ex. the US-citizens PHI and PII data. Does this risk is somehow managed and there is a contracts in between UPU and it's employees about their personal data privacy.	Confidential data will be shared during the study
Security	Do all networks and solutions are somehow centrally managed, or it might be the case that when doing a migration there will be a need from a Vendor to make an audit of different Locations/Post points which may have different setup?	Yes
Security	Does Network and Infrastructure managed by some UPU department, or it's divided on a group of employees and vendors. We will need some numbers if it's available to understand Collaboration and Communication efforts.	It is managed by the UPU Security and network team
Security	Does Physical Control Requirements of ISO27001:2022 are also in scope of work for Vendor to satisfy compliance? ex. Security Control to Working Areas and so on.	To be discussed with the ISO team in the next stage.i don't think this possible with azure datacenter.
Security	Any details on how Observability and Logging are organised right now will be appreciated. Is it centralized somewhere in store or it's spread across the org? Does global search is available? Is there any automatic audit and tracing?	Yes we have a solution, we cannot provide the details at this stage
Security	Do you have VWAN in place?	No
Security	Is UPU's current environment ISO2700x certified? please confirm	Yes
Security	Please share the volumetric details in terms of network security devices/services like Firewalls, WAFs, Proxy services etc. in scope.	Part of the scope of this RFP, confidential data will be shared during the study.
Security	Can you please provide us tools/technologies used in Network & Security (both On-Premises and Azure)?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	What is the ratio between applications that support OAuth/SAML and those that do not support the protocols?	Part of the scope of this RFP, confidential data will be shared during the study.
Security	Is there any overlap/dependency between RFP-2023-016-DCTP (Information security consultancy services) and the scope in this RFP?	No
Security	Can you confirm if only the DC LAN/WAN network is in scope of the assessment to support the migration of your workloads in Microsoft Azure and not the Office LAN part (access points, switches and routers in the offices, etc.) used for the UPU employees and guests?	Confirmed, only DC LAN/WAN is in the scope
Security	Do you use any VPN solution for your users to connect to the UPU IT infrastructure? Do you expect this solution to be retained, or migrated to another solution in Microsoft Azure? How many users in total and concurrently are using the VPN solution?	Not part of the scope
Security	Do you use any technology for network and security virtualization? For example VMware NSX. If yes, can you provide more details around the setup?	Yes. Part of the scope of this RFP, confidential data will be shared during the study.
Security	Do you use any special devices like HSM (Hardware Security Modules) in your application or infrastructure landscape?	Yes
Security	Are you using SSL/TLS for data in transit?	Yes
Security	Do you have any PKI (Public Key Infrastructure) solution in place? If yes, can you provide more details? Do you use HSM (Hardware Security Modules) for it?	Standard, AD integrated, PKI setup without HSM arrangements.
Sharepoint	Can you please provide an overview of the current Microsoft SharePoint Server environment?	Production: 2 Front-End servers, 2 Application Servers, 2 Search Servers, 2 SQL Servers with Always On Cluster, and another old sharepoint server
Sharepoint	How many farms and their topology (servers, HA/DR)?	See previous answer
Sharepoint	Version or versions of the SharePoint Server products used.	2019
Sharepoint	Rough amount of data in the SharePoint farm(s) (content database, site collections, etc.).	4 web apps, Content DB: around 20, Site collections: around 50
Sharepoint	What are the use cases for the SharePoint? (collaboration sites, content management sites, records management, document/case management, etc.)	Modern Team Sites for collaboration and documents management
Sharepoint	Is the K2 only commercial add-on used in the SharePoint and what they are used for?	K2 server is integrated with SharePoint via the K2 connector for SharePoint to manipulate SharePoint artifacts via K2 Workflows
Sharepoint	Can you please provide an overview of the current SQL Server environment?	Part of the scope of this RFP, confidential data will be shared during the study.
Sharepoint	Is it used only as backed for SharePoint Server farm(s) or also for other business applications (what applications)?	SharePoint SQL cluster is shared with others non-SharePoint applications
Sharepoint	Version or versions of the SQL Server products used.	Part of the scope of this RFP, confidential data will be shared during the study.
Sharepoint	Amount of non-SharePoint data.	Difficult to answer as the data majority is not sharepoint
Sharepoint	Any use of Reporting Server or other than DB services of the SQL Server?	We use reporting services
Sharepoint	Does data need to be migrated? sharepoint.	Part of the scope of this RFP, confidential data will be shared during the study.
Sharepoint	What is the existing version of SharePoint and K2?	Sharepoint 2019, K2 5.5
Sharepoint	How many workflows are currently integrated?	6 apps with forms / 27 workflows
Sharepoint	Is there any other integration with other applications?	BindTuning Webparts and Themes (SPFX + WSP, Lightning Tools (Forms, Conductor, Social Squared : SPFX + WSPs), Verto File Downloader (WSP + SPFX), PointFire-2019 (WSP + SPFX), K2 for Sharepoint
Sharepoint	What is the complexity of the workflow (medium or complex)?	Complexity : medium to complex
Sharepoint	What are the total number of users using SharePoint?	6 apps with forms / 27 workflows / complexity : medium to complex
Sharepoint	Is acceptable outcome of the analyses that app cannot be migrated – eg, K2 for SharePoint on premises can be difficult to migrate to SPO according to our experience, so the answer could be "do it other way".	Any outcomes will be accepted as long as they are explained in details
Sharepoint	What are the features expected in the target state (Sharepoint online)?	Part of the scope of this RFP, confidential data will be shared during the study.
Sharepoint	Will UPU identify the sites/content to be archived or re-organized or is that analysis expected to be done by the vendor?	To be done by the vendor in collaboration with our sharepoint experts
Sharepoint	Can you please share the level and details count (complexity) of customizations and branding done into the existing sites.	Not at this stage of the project
Sharepoint	# of Site definitions	Not at this stage of the project
Sharepoint	# of Features	Not at this stage of the project
Sharepoint	# of Web Parts	Not at this stage of the project
Sharepoint	# of Event receivers	Not at this stage of the project
Sharepoint	# of Custom Fields	Not at this stage of the project
Sharepoint	# of workflows	Not at this stage of the project
Sharepoint	# of Custom Content Types	Not at this stage of the project
Sharepoint	# of Custom Timer Jobs	Not at this stage of the project
Sharepoint	# of Custom Master Pages	Not at this stage of the project
Sharepoint	# of Custom Layouts	Not at this stage of the project
Sharepoint	Do you have SMAT (SharePoint Migration Assessment Tool) report of current environment ?	No
Sites-network	How many sites are there in the environment?	3 sites plus azure
Sites-network	Are any site-to-site tunnels being used?	Dedicated IOG L2 lines between datacenters
Sites-network	Are there any Web Application Firewalls being used?	Yes
Sites-network	Is there any DMZ zone?	Yes
Sites-network	Is there any site-to-site connection currently in place with Azure?	Yes