



ANNEX I

Statement of Work

Email services Migration

1 Background

The ILO has engaged in the transformation of its IT infrastructure to increase its ability to meet its objectives as outlined in the 2010-2015 Knowledge and Information Technology Strategy and to mitigate key technology risks.

As part of this transformation, a number of new projects will be initiated to migrate from legacy technologies, strengthen existing services and provide new services.

The present document describes the ILO's requirements for the setup of a Microsoft based communication system for e-mail, calendar, tasks, contacts and instant messaging at ILO and the migration of the legacy Novell GroupWise services to that system.

2 Scope of Service

The objective of this Request for Proposals is to select and engage the services of a professional and experienced vendor to:

- Design the detailed target environment for headquarters and field offices;
- Implement the target environment at headquarters;
- Plan the migration at headquarters and field offices;
- Execute the migration at headquarters;
- Provide post migration support at headquarters.

Note: Microsoft Services has performed an initial assessment of the ILO's current environment and a high-level target environment design. The complete report will be provided to the successful bidder.

The scope of this RFP is on the ILO's Geneva Headquarters. Implementation of the target environment and migration of Field Offices will be part of a later project. It is however requested from the vendor to provide a comprehensive architecture that will be capable of integrating the field offices at a later stage.

The budget for the project is capped and it is therefore asked that bidders provide their best, competitive but realistic fixed price whilst limiting the amount of caveats, exceptions, assumptions and pre-requisites in their proposals so that they can be reasonably expected to be delivered within the proposed price.

It is expected that the vendor will manage the entire project, with ILO staff providing support and key decision making.

During the project, the ILO may engage external independent consultants in a quality assurance role to ensure that recommended technical and project management practices are followed.

3.1 Overall Migration overview

Project	Start Date	End Date	Color	Notes
HQ Directory Migration	2012-01-01	2012-03-01	Yellow	
HQ File & Print Migration	2012-03-01	2012-09-01	Yellow	
Field Directory, File & Print Migration	2013-12-01	2015-12-01	Orange	
HQ GroupWise Migration	2013-06-01	2013-08-01	Red	ITCOM Pilot
HQ GroupWise Migration	2013-08-01	2013-10-01	Red	All HQ staff
Field GroupWise Migration	2013-12-01	2015-12-01	Orange	
HQ Windows 7 Migration	2013-09-01	2015-12-01	Yellow	
Field Windows 7 Migration	2013-09-01	2015-12-01	Orange	



ANNEX I

Project governance

The respective roles and responsibilities of the successful vendor and ILO are set out in the following table.

Name	Responsibilities	Participants (Vendor)	Participants (ILO)
Steering Committee	<ul style="list-style-type: none"> Alignment with other projects Escalations Approbation of change requests 	Senior Representative (e.g. business unit director)	Information Technology and Communications Bureau (ITCOM) Operations Manager
Project Management Team	<ul style="list-style-type: none"> Ongoing project management within tolerances Documentation of change requests 	Project Manager	ITCOM Project Manager
Project Team	Project execution	Project staff members	ITCOM Staff

Notes:

- The vendor will be responsible for the project management of its own team and its potential sub contractors;*
- The ILO ITCOM staff will focused on day-to-day operational tasks and will only have limited availability for the migration project.*

Change Requests

The project is to be based on a fixed price and, as such, any changes to the project scope will have to be documented and approved both by the ILO and by the vendor's representatives.

3.2 Scope of this RFP

This RFP covers the design and the deployment of an infrastructure for Microsoft based communication services and the migration of the data from the existing Novell GroupWise based environment (e.g. email, calendar, contacts and tasks).

The migration will be divided in two distinct phases:

- Phase A:** headquarters;
 - Phase A.1: ITCOM staff pilot migration;
 - Phase A.2: Remainder of headquarters staff migration;
- Phase B:** 55 field offices.

Performing the migration of GroupWise services at the field offices is not in scope for this RFP. The vendor is however required to provide an architecture for the ILO's Geneva Headquarters that can accommodate the future transition of field offices to the Microsoft based communication system and provide an indicative plan and budget for the field offices migration.

The proposed architecture should take into account that migration of field offices will take place at a much later date; therefore there is a need for a robust co-existence with the GroupWise infrastructure that is currently deployed field offices.

ANNEX I

The following elements are excluded from the scope of this RFP:

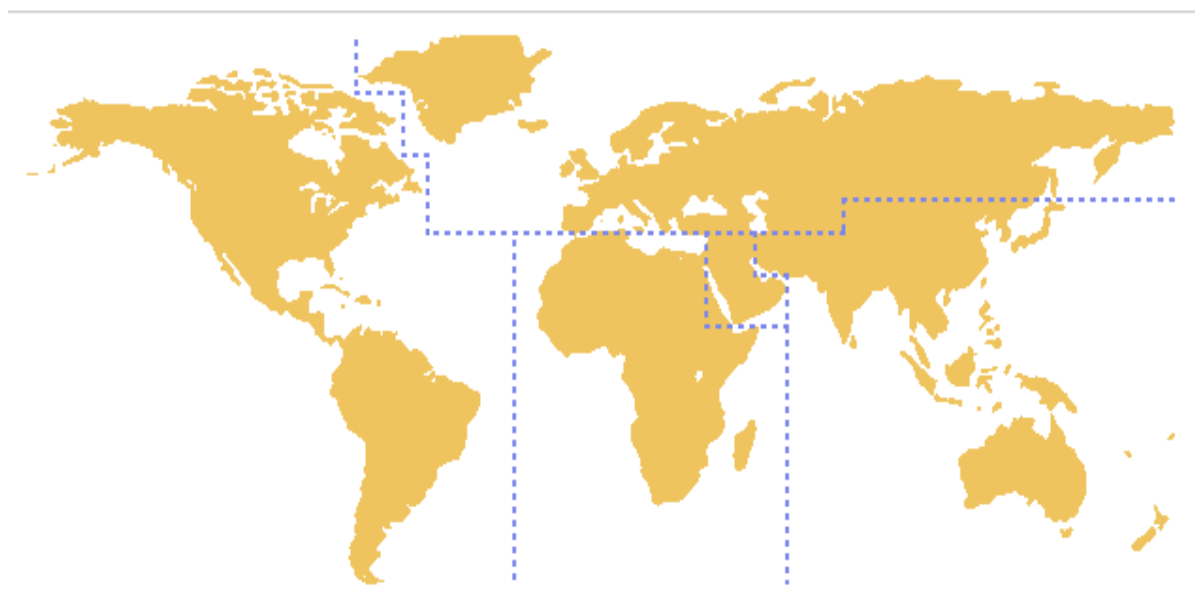
- Synchronization of the directory data between Novell Directory Services and Active Directory through Oracle Identity Manager (already in place);
- Migration of Novell NetWare File and Print (already performed);
- Migration of Novell ZenWorks (not planned);
- Purchasing of any IT hardware equipment;
- Purchasing of any software licenses other than for the tools required to perform the migration;
- Purchasing of licenses, support / maintenance services for Microsoft software (bidders are required to indicate licenses needed for the architecture outlined in their proposals, the ILO will directly provide them).

4 Existing environment

This section provides an overview of the ILO's existing environment, for the Geneva Headquarters and for the worldwide field offices.

4.1 Geneva Headquarters

The ILO headquarters is based in Geneva, Switzerland. The organization has the following regional offices:



- Africa, located in Addis Ababa, Ethiopia;
- Americas, located in Lima, Peru;
- Arab States, located in Beirut, Lebanon;
- Asia and the Pacific, located in Bangkok, Thailand;
- Europe and Central Asia, co-located in Geneva, Switzerland.



ANNEX I

4.2 Field Offices

The ILO has approximately 55 field offices around the world. Field offices vary in size from a few people up to 120 users; please refer to the list provided in Appendix 2.

Most field offices do not have specialized and dedicated IT resources. They are supported by one of the 5 regional offices to which they are attached.

The foreseen target architecture takes into account the current field office environment, requirements and constraints. Additionally, we recognize that the switch from a fully decentralized model where each field office runs its own e-mail infrastructure to a centralized model will require careful change management for end-users and IT support staff.

4.3 GroupWise

4.3.1 Geneva Headquarters

Email and shared calendar services are provided by Novell GroupWise (version 8.03 for all servers with the exception of two servers with version 7.04 to connect with legacy systems) running on Novell Linux /OES virtualized on VMware. Eight different post offices are used. All the GroupWise infrastructure runs on virtual machines with VMWare 4.1 and will be migrated in the short term to VMware 5.1. There are a total of about 2,412 mailboxes. Currently, user accounts and passwords are created in an NDS.

Mobility is provided with Blackberry Enterprise Services for 215 users at headquarters. The Blackberry gateway runs as a trusted application which can read content from GroupWise.

To communicate between themselves some users have a Skype account which can be registered in the GroupWise address book.

4.3.2 Field offices

For performance and availability reasons, each field office is running a GroupWise server. Most of the deployments are on a single server which also runs File and Print without failover capabilities.

Blackberry services are provided in the field through the use of BIS provided by local mobile operators. This represents a total of 300 users.

As of today this service is moving away from unsecured IMAP without SSL to secured IMAP over SSL to retrieve mail contents. There are a total of about 2,737 mailboxes.

The current field offices are listed in Appendix 7.

Note: The Turin field office is running its own infrastructure using Lotus Notes and using a different domain name. The Turin office is completely out of scope of this project.

4.3.3 Messaging and SMTP Flows

Most routing within the ILO is performed inside GroupWise. SMTP routing is used for message coming into the organization or leaving the organization. South America also has local domains.

The ILO currently accepts email for the following domains, the public DNS servers point the ILO's MX records to:

ANNEX I

ilo.org
elist.ilo.ch
elist.ilo.int
elist.ilo.org
elist.oit.org
ilo.ch
iloguest.org
ilo.int
ilo.org

lists.ilo.ch
lists.ilo.int
lists.ilo.org
lists.oit.org
oit.org
step.ilo.ch
step.ilo.int
step.ilo.org
step.oit.org

4.3.4 Connections to other mail systems and organizations

ILO has no internal connections with other organizations; all traffic is sent via Internet SMTP. The ILO uses a List Server called Sympa, this service is generally used to send mass mailing from the ILO to various user groups, e.g. journalists, and the List Server is independent of GroupWise. The List Server does not receive any messages.

Note: The List Server is not in scope for the email migration.

4.3.5 Message Hygiene

Anti-spam protection is done with open source software running on redundant Linux servers. (Postfix, AmavisNew, Spam Assassin) The same servers also filter the incoming mails through two anti-viruses: ClamAV and Avira.

Mail filter uses the GroupWise LDAP address book for filtering. SPAM is sent to a special mailbox that the service desk uses to understand the SPAM.

4.3.6 Client Access

ILO supports the following client access methods:

- GroupWise including Web client access;
- GroupWise Remote Access;
- IMAP using SSL for a limited number of accounts on one Post Office (GVAPOSPC);
- Blackberry BES in HQ and BIS in the field;
- There are approximately 250 BES users at Headquarters and 300 BIS users in Field Offices ;
- BIS is also hosted in HQ for staff members based in Madrid.

The current BlackBerry distribution is listed in Appendix 6.

4.3.7 eDirectory Interaction

eDirectory using LDAP authentication is used by users to access their GroupWise mailboxes. Each GroupWise server participates in the eDirectory tree, but does not have any replica only references to objects in eDirectory.

4.3.8 GroupWise Statistics

The following GroupWise statistics are provided in:

- Appendix 1 - Headquarters Post Office Mailboxes
- Appendix 2 - Field Office Post Office Mailboxes
- Appendix 3 - Headquarters Mailbox Size
- Appendix 4 - Headquarters Archives Size
- Appendix 5. - Field Offices Archives Size

4.3.9 Headquarters GroupWise Implementation

An overview of GroupWise implementation is provided in Appendix 8.

5 Requirements

This chapter presents the ILO's requirements for the services to be provided in the scope of this RFP. It covers:

- Detailed design of the Target Environment;
- Implementation of the Target Environment;
- Migration to the Target Environment.

5.1 Detailed design of the Target Environment

The ILO has worked together with Microsoft Consulting to establish a high level architecture document which will be provided to the successful bidder at the beginning of the project. This architecture document contains more detailed technical requirements (e.g. recommended settings).

As a first phase in the project, the vendor will provide a detailed architecture that fulfills the requirements outlined below and aligns with the specific technical requirements outlined in the architecture document established with Microsoft Consulting.

The following design principles should be applied:

- **On premises:** all systems used to provide the services must be located at the ILO's data centers. The usage of cloud based services is not allowed;
- **Centralization:** centralized communications architecture with all users from headquarters and field offices being served from the headquarters system and no deployment of local systems at the field offices;
- **Simplicity:** the proposed system should be simple to implement and operate. It should also be simple for the end users;
- **Robustness:** the architecture should deliver high availability (i.e. not contain single points of failure);
- **Automation:** error detection and failover should be automated. Configuration, operation, and troubleshooting of the system should require as little operator intervention as possible, especially at the user's desktop;
- **Security:** the implementation of the proposed system should not jeopardize or diminish in any way the security of the existing ILO IT infrastructure. Moreover, the system should be designed to minimize the security risks for its users.

The requirements for the detailed architecture are listed below.

Email, calendar and contact management services

Reference	Description
T-MS-1	Provide email, calendar, tasks and contact management services based on Microsoft Exchange 2010.
T-MS-2	<p>Allow access to the services using the following methods and protocols:</p> <ul style="list-style-type: none">• Outlook Client with NTLM authentication• Outlook Anywhere access (RPC) over HTTPS;• Outlook Web Access (OWA) over HTTPS;• IMAP over SSL and authenticated SMTP/TLS;• ActiveSync. <p>Access must be possible from the ILO's internal network as well as from the Internet without needing to establish a VPN connection.</p>



ANNEX I

Reference	Description
T-MS-3	To provide inbound anti-spam filtering and inbound anti-virus filtering, the solution must integrate with ILO current solution.
T-MS-4	Provide BlackBerry services for approximately 215 BES users at Headquarters and 300 users in Field Offices. <i>Note: ILO is currently using Blackberry Enterprise Server for GroupWise which cannot be integrated in the target Exchange architecture. Setup of a new BES for Exchange system is therefore required.</i>
T-MS-5	Systems components must be sized to allow storage of users' mailboxes and archives. Refer to the documents provided in appendices for current mailbox and archive sizes.

Instant Messaging services

Reference	Description
T-MS-6	Provide instant messaging services based on Microsoft Lync Server 2010. <i>Note: the specific requirements for the services are outlined below.</i>
T-MS-7	Provide standard Instant Messaging capabilities with the following features <ul style="list-style-type: none"> - Instant Messaging; - Presence; - Contacts; - Group Chat; Access to the Instant Messaging service through mobile devices.
T-MS-8	Provide access to the Instant Messaging service through the Outlook client interface.
T-MS-9	Provide access to the Instant Messaging service through the Exchange Outlook Web Access interface.
T-MS-10	Deployment of the following Lync Server capabilities are out of scope for this project, however the architecture must be flexible to potentially accommodate them at a later stage: <ul style="list-style-type: none"> - Activity Feed and Skills Search functionality; - Enterprise Voice, including telephony integration; - Unified Conferencing, including Online Meetings, Audio Conferencing, Video, Application & Documents sharing; - Federation with other Instant Messaging networks.

Note: The ILO will provide the appropriate licenses for Microsoft products, Blackberry Enterprise Server.

Integration within the ILO's IT environment

Reference	Description
T-IN-1	The communication services must be integrated within the existing ILO infrastructure. More specifically: <ul style="list-style-type: none"> • The service must be deployed in VMware vSphere 5 virtual machines; • The ILO can provide storage space using a 4 Gbit/s SAN and HP (3Par) V400 storage arrays. <i>Note: The bidders are required to provide high level requirements for virtual machines (e.g. CPU and Memory) and shared storage (e.g. size and IO capacity) in their proposals.</i>



ANNEX I

Reference	Description
T-IN-2	<p>High availability must be provided:</p> <ul style="list-style-type: none"> - For systems that provide built-in high availability features (e.g. Exchange Database Availability Groups), that functionality must be used; - For other systems: through VMware's facilities for high availability (VMware HA) and disaster recovery (VMware SRM & SAN replication to the disaster recovery site). <p>Therefore implementation of alternative high availability & disaster recovery solutions such as Microsoft Cluster Server is not permitted.</p>
T-IN-3	The solution must be designed to be compatible with IPv6. However, the deployment of IPv6 functionality is out of scope for this project.
T-IN-4	<p>The ILO will perform monitoring of the systems with WhatsUp Gold v14. For this, the provider must enable the SNMP service and allow the ILO private community on each server.</p> <p>The vendor must provide recommendations to the ILO regarding which attributes should be monitored and alerting threshold.</p>
T-IN-5	<p>All the system components must directly use the ILO's Active Directory or automatically synchronize user identities with the ILO's Active Directory forest.</p> <p>Any extension of the schema should be performed in a separate forest. Both Active Directory forests should be synchronized.</p>

5.2 Implementation of the Target Environment

After the detailed design of the target environment has been validated by the ILO, the vendor will proceed with its implementation at the ILO's Geneva Headquarters.

The vendor will work together with the ILO IT staff to integrate the system in the existing infrastructure.

The following table outlines the responsibilities for typical tasks during the integration.

Task	ILO	Vendor
Documentation of required changes to the existing infrastructure		X
Implementation of required changes to the existing infrastructure	X	
Provision of new physical servers or virtual machines	X	
Installation of operating systems on servers or virtual machines		X
Installation and configuration of Microsoft infrastructure applications		X
Reconfiguration of existing applications and handling of dependencies	X	
Decommissioning of existing systems	X	
Changes to the end-users workstations to integrate with the target infrastructure		X
Testing and acceptance of changes to the end-users workstations	X	

5.3 Migration to the Target Environment

After the target environment has been implemented, the vendor will proceed with the migration of the existing data from Novell GroupWise.



ANNEX I

As a principle, the migration process should be transparent for the end users (i.e. data should be available to the end users during the migration and users of the two systems must be able to interoperate).

Mail Migration

Reference	Description
MM-1	The migration of email data must include the users' Inbox and all folders and subfolders.
MM-2	All attachments must be migrated and their integrity fully preserved (same checksum, same filename).
MM-3	<p>For all emails, the content of as many as possible headers must be fully preserved. This includes at least the following:</p> <ul style="list-style-type: none"> • All MIME headers (e.g. Content-Type, Mime-Version ...); • Bcc; • Cc; • Date; • From; • In-Reply-To; • Message-Id; • Received; • References; • Return-Path; • Sender; • Subject; • To.
MM-4	All GroupWise distribution lists must be migrated into Exchange Mail Enabled Groups.
MM-5	All GroupWise dynamic distribution lists must be migrated into Exchange Dynamic Distribution Groups.
MM-6	All GroupWise aliases and nicknames must be migrated to Exchange addresses.
MM-7	Once a user account has been migrated, it must be locked or its password must be changed to prevent the users from making any changes to their GroupWise account.
MM-8	The read / unread status of each email must be preserved.
MM-9	The preservation of definitions for sharing folders is strongly desired.

Calendar Migration

Reference	Description
CA-1	<p>All personal GroupWise calendars must be migrated into Exchange. This includes migration of all Appointments, Reminder Notes and Tasks and preservation of content (e.g. timing, time zones, recurring events, attendees, location, comments and attachments). All past data must be migrated as well.</p> <p>Note: It is acceptable to migrate recurring events as a series of individual events into Exchange.</p>
CA-2	All GroupWise resources must be migrated into Exchange. Resources types and permissions must be fully preserved.



ANNEX I

Address Book Migration

Reference	Description
AD-1	All personal GroupWise address books must be migrated into Exchange. Attributes and contents of contacts must be fully preserved.
AD-2	All GroupWise external foreign users must be migrated into a mail contact into Exchange Global Address Lists (GAL).

Mobility Migration

Reference	Description
MO-1	If the user has Blackberry service, when the user account is migrated to Exchange, the user Blackberry device must be reconfigured to use the new Blackberry Enterprise Server (BES) within one hour and during ILO's working hours.

Archive Migration

Reference	Description
AR-1	All GroupWise archives must be migrated to Exchange. <i>Note: The solution must not use Personal Storage (PST) files for archiving purposes.</i>

Shared Folders and Proxy Access

Reference	Description
SP-1	All GroupWise shared folders must be migrated into Exchange. Related permissions must be fully preserved. <i>Note: Shared folders may contain Emails, Calendars and Contacts.</i>
SP-2	All GroupWise proxy access rights must be migrated into similar Exchange permissions.

Coexistence

Reference	Description
CX-1	The following functionality must work seamlessly between GroupWise and Exchange for the duration of the migration (between users at headquarters and also with field offices): <ul style="list-style-type: none"> • Free / Busy information; • Calendar event invitations; • Resources reservations; • Folder sharing • Inbound emails; • Contents of distribution lists and emails addressed to those lists; • Address books (global, frequent contacts and shared); • Anti-spam and Anti-virus services. <i>Note: Bidders are required to provide comprehensive details about their approach to meet this requirement in their proposals.</i>



ANNEX I

Security

Reference	Description
SE-1	The approach for data migration must ensure that no ILO's data (e.g. files or emails) is ever copied to a non-ILO system. The ILO will provide the necessary infrastructure for any migration tools that the provider may use.
SE-2	Access to ILO's data must be limited to key staff physically present at the ILO. No remote access or copy of ILO's data is allowed.
SE-3	All data must be encrypted during and after the migration process. No access to e-mail content should be possible.

Specific requirement for headquarters migration (Phase A)

Reference	Description
MI-HQ-1	The migration tools used for headquarters migration (Phase A) must be integrated within the existing ILO infrastructure. More specifically: <ul style="list-style-type: none"> • The service must be deployed in VMware vSphere 5 virtual machines; • The ILO can provide storage space using a 4 Gbit/s SAN and HP (3Par) V400 storage arrays. <p><i>Note: The bidders are required to provide high level requirements for virtual machines (e.g. CPU and Memory) and shared storage (e.g. size and IO capacity) in their proposals.</i></p>

Specific requirement for field offices migration (Phase B)

Reference	Description
MI-FO-1	The migration tools used for field offices migration (Phase B) must run on ILO owned hardware. <i>Note: The bidders are required to provide high level requirements for hardware (e.g. type, number of systems, CPU and Memory) in their proposals.</i>
MI-FO-2	The proposed approach must take into account field offices location and bandwidth constraints.
MI-FO-3	Given the very limited availability of local IT resources, bidders will be fully responsible for executing the field offices migration, including changes on users' workstations and end-user training. If the proposed approach requires sending resources to field offices, estimates for travel costs must be included in the financial proposal.



ANNEX I

5.4 Project and Planning Management

General requirements for Project and Planning Management

Reference	Description
PC-1	<p>A project manager, reporting to the ILO's Project Manager must be appointed by the vendor. The project manager must be certified and experienced with formal project management methodologies (e.g. PRINCE2, PMBOK).</p> <p>The project manager duties include:</p> <ul style="list-style-type: none"> • Acting as a central point of contact between the ILO and the vendor; • Establishing and administering controls to ensure the quality of the deliverables is acceptable to the ILO; • Monitoring activities to ensure project schedules are met; • Providing weekly status reports to the ILO; • Maintaining Issues log, Risk log and associated mitigations; • Developing and maintaining the project and migration plans including: <ul style="list-style-type: none"> • Activities; • Schedule ; • Dependencies; • Workload estimates.
PC-2	<p>The vendor must provide temporary support to the ILO's IT Service Desk. The ILO estimates that this support represents one full time employee for six months, starting when the migration starts to impact the end users.</p> <p>The resource provided must be experienced with supporting Microsoft Exchange based Mail environments. Previous experience with Novell GroupWise would be a plus. French and English must be spoken. It is expected that this resource will also help in training Service Desk staff on the job and populating the ILO's Service Desk knowledge base.</p> <p>The ILO will interview and approve the resource.</p>
PC-3	<p>The migration must be planned to incur no interruption of user's access to their data during local ILO working hours (i.e. Mon-Fri, 08:00 – 18:00).</p>
PC-4	<p>The vendor must plan the migration of the Blackberry service (i.e. obtain and reconfigure each Blackberry device). This migration must respect the following constraints:</p> <ul style="list-style-type: none"> • Migration of each device must be done in a one hour timeframe; • Migration of devices must be done during ILO's working hours.
PC-5	<p>The migration must be planned to incur no interruption, including nights and weekends, of user's access to their data at the following period:</p> <ul style="list-style-type: none"> • 6th March - 28th March 2013; • 5th June – 21st June 2013; • 17th October – 31st October 2013.
PC-6	<p>The migration plan must include a test plan to confirm by both parties that data has been successfully migrated.</p>
PC-7	<p>Provide a detailed report of all data that could not be migrated due to errors on the source systems and assist the ILO IT staff to identify the best way to correct the errors.</p> <p><i>Note: The provider is still fully responsible to migrate all data that could correctly be read from the source systems.</i></p>



ANNEX I

Reference	Description
PC-8	The migration plan must include a rollback plan that can be triggered in case of unsuccessful migration (e.g. data corruption, migration not completing within planned window). The rollback plan must ensure a return to the initial working state before the beginning of user's working hours.
PC-9	The Migration plan must be divided in two distinct phases: <ul style="list-style-type: none"> Phase A: headquarters migration; Phase B: field offices migration.
PC-10	The migration plan must take into account the existence of large mailbox and archives. The following GroupWise statistics are provided in: <ul style="list-style-type: none"> Appendix 1 - Headquarters Post Office Mailboxes Appendix 2 - Field Office Post Office Mailboxes Appendix 3 - Headquarters Mailbox Size Appendix 4 - Headquarters Archives Size Appendix 5. - Field Offices Archives Size

Specific requirement for headquarters Project and Planning Management (Phase A)

Reference	Description
PC-HQ-1	For headquarters, the vendor must perform a pilot migration with the ILO's IT department (ITCOM) users. The migration of the other ILO headquarters users and data will be allowed to proceed once this pilot migration is successful, and has been validated by the ILO.
PC-HQ-2	For headquarters, the migration plan must be designed with an approach where both the GroupWise and Exchange environments will have to coexist.
PC-HQ-3	The migration plan must provide dates based on the milestones set out in chapter 8.

Specific requirement for field offices Project and Planning Management (Phase B)

Reference	Description
PC-FO-1	For field offices, the vendor must perform a pilot migration with the ILO's Harare field office users. The migration of the other ILO field offices users and data will be allowed to proceed once this pilot migration is successful, and has been validated by the ILO.
PC-FO-2	For field offices, the migration plan must be designed to migrate each field office at once during a week-end.
PC-FO-3	For field offices, the migration plan must be designed to align with other field offices infrastructure upgrade projects, notably migration of workstations to Windows 7 and migration of File and Print Services to Windows Server.
PC-FO-4	As the beginning and expected end of the field offices migration have not yet been decided, it is required that the migration plan for phase B is based on days (e.g. Day 1, Day N) rather than specific dates.

5.5 Change and Communication Management

Change Strategy

Reference	Description
CM-1	The vendor must analyse how many functions / employees will be affected by the system implementation and how heavily this will impact their day-to-day work.
CM-2	The vendor must assess the organization's current ability to change. The assessment the vendor will undertake should consider existing capabilities, cultural aspects, sponsorship and alignment with other ongoing initiatives.
CM-3	The vendor must formulate a succinct change management strategy based on CM-2 assessment and taking into account proven practices and tailored to the organization's needs and change appetite. The strategy shall explain which types of action will be required to successfully drive the change.

Change Management roadmap

Reference	Description
CR-1	The vendor must assess what aspects will be impacted by the system implementation (e.g. procedures, competencies, structure, performance management, culture, roles and responsibilities).
CR-2	The vendor must identify change management levers that adequately address the change impact (e.g. training, communication, procedures).
CR-3	The vendor must translate identified change management levers into a change management roadmap with defined actions and timeline.

Communication Management

Reference	Description
CO-1	The vendor must define a communication strategy including which messages will be conveyed to which audience, at which frequency and via which media.
CO-2	Based on the communication strategy, a detailed communication plan must be set up. It must specify the messages, the addressors, the audience as well as the exact dates when the messages should be sent out. All messages must be written both in English and French.
CO-3	The vendor must support the organization in drafting messages to be communicated and must keep the communication plan up to date.
CO-4	Feedback from ILO staff must be used to review the communication plan for efficacy and to adapt it when necessary.

Management of end user capabilities and training

Reference	Description
CTE-1	The vendor must perform a training needs analysis for ILO staff at headquarters and field offices.



ANNEX I

Reference	Description
CTE-2	The vendor must define a training plan which must adequately address the identified training needs. The plan must specify which training courses will be conducted when and who is expected to attend these trainings.
CTE-3	The vendor will be responsible for designing the training courses and providing required training materials.
CTE-4	The vendor will be responsible to conduct trainings and maintain the training plan.
CTE-5	Feedback from ILO staff must be gathered and used to adapt trainings when necessary.

Management of IT Staff capabilities and training

Reference	Description
CTI-1	<p>The vendor must provide a tailored training for the following population:</p> <ul style="list-style-type: none"> - ILO IT Systems Administrators (c. 4 persons) related to: <ul style="list-style-type: none"> • General understanding of the migration approach; • Proposed architecture; • Configuration details; • High availability configuration; • Common troubleshooting procedures; • Migration plan and impact on operational procedures. - First level (Service Desk) second level and third level (Systems Administrators) support questions (c. 12 persons) related to: <ul style="list-style-type: none"> • General understanding of the migration approach; • Migration plan and impact on operational activities and troubleshooting procedures; • Common problems with Outlook and Exchange & common solutions.
CTI-2	<p>Whilst the training must be conducted in English, the trainer(s) must also be able to speak French as some of the ILO staff may ask questions in that language.</p> <p><i>Note: The ILO IT staff is currently trained and experienced with Novell GroupWise. Prior to this migration, key staff members will follow Microsoft training courses.</i></p>

Management of stakeholder engagement and resistance

Reference	Description
ER-1	The vendor must map stakeholders so that adequate stakeholder management approaches can be defined.
ER-2	The vendor must assist the organization in identifying potential resistances from mapped stakeholders.
ER-3	The vendor must assist the organization in defining appropriate mitigation action.
ER-4	The vendor must review acceptance levels and define remedial activities when necessary.

Management of change related risks



ANNEX I

Reference	Description
RM-1	The vendor must perform change management related risk identification and evaluation against impact and probability of occurrence.
RM-2	The vendor must define appropriate mitigation action.

Documentation

Reference	Description
DO-1.	The vendor will provide the ILO with written documentation on the system implemented. <i>Note: Quality of the documentation is essential to the ILO. Project acceptance criteria will include a review of the documentation provided.</i>
DO-2.	All written documentation and training material must be provided in English. Documentation will be provided both in printed and electronic form.
DO-3.	The vendor must thoroughly document the system deployed and must provide ILO with sufficient information to be able to: <ul style="list-style-type: none"> • Understand the design choices; • Rebuild some or part of the system should the need arise (e.g. detailed architecture layouts with IP addresses, documented and commented configuration files and settings, deployment documentation); • Perform patching and minor software upgrades of the various components of the system.
DO-4.	The vendor must provide the ILO with operational documentation describing key procedures for the following: <ul style="list-style-type: none"> • Adding/removing computing resources to/from the system; • Troubleshooting guide for support staff (e.g. identification and resolution of access right issues, of client performance issues); • Any other regular maintenance operations needed.

6 Supply of Software

Based on the requirements set out in the successful vendor's response to this RFP, the ILO will provide:

- The necessary hardware or VMware virtual machines for headquarters migration (Phase A);
- The necessary hardware for field offices migration (Phase B) (e.g. laptop);
- Microsoft licenses;
- RIM licenses;
- Anti-spam and anti-virus software licenses.

The vendor's response must include an offer for all other necessary software licenses needed for the migration.

7 Bidders' Proposal guidelines

The bidders must submit their proposals using the following structure:



ANNEX I

I – Executive summary

Bidders must provide a summary of the key features of their proposals. This should highlight major features that differentiate their offer and add value to the ILO.

II – Company background

Bidders must provide company background with the following information:

- A short presentation of the company (structure, size, location of the branches, etc.);
- Highlights of previous experience of successfully performing similar migrations for large international clients in either private or public sector;
- Previous experience working with the ILO or UN agencies;
- Resources relevant for the scope of this RFP (number of staff, location, skills).

Note: The same background information must be provided for any subcontractors the bidders would leverage. The ILO will only coordinate directly with the bidders, coordination with any sub contractors in entirely under the responsibility of the bidders.

III - References

Bidders must provide at least 3 specific client references for projects with similar amount of users, data and availability requirements. Each reference must include a detailed description of the scope and size of the project and the details of a contact reference person.

IV – Proposed Solution

Bidders must describe their recommended approach to perform the migration and must provide a high level migration plan outlining the impact on the ILO.

Preliminary versions of the following documents must be provided:

- Project organizational chart
- Project Plan (high level work breakdown structure as well as foreseen waves/phases)], including time and effort estimates for the project team as well as for the required ILO resources;
- Risk register with the corresponding mitigations, based on the bidder's experience with similar projects;

Bidders must document the assumptions built in these documents.

Bidders must explicitly state whether their solution complies or not with each of the requirements outlined in Chapter 6 above. The following template must be used.

Requirement Reference	Requirement Description	Compliance (Yes/No)	Bidder comment

Bidders are encouraged to use “Bidder comments” in the table above to provide details on how they will comply with the specific requirement.



ANNEX I

V - Proposed resources

Bidders must provide details of their key staff (e.g. project manager, architect, subject matter expert) who will be involved in the project. Bidders must highlight relevant certifications and experience of key staff with similar projects.

Bidders must link the experience of proposed resources with the references provided in chapter III by filling the following table.

	Reference 1	Reference 2	Reference 3
Resource 1 Name	Resource Role	Resource Role	Resource Role
...
Resource N Name	Resource Role	Resource Role	Resource Role

A detailed CV for each key staff member must be attached in appendix. Please note that any change to key staff must be previously agreed by the ILO.

The ILO reserves the right to hold interviews with all proposed candidates to ensure that they possess the desired skills and experience. The ILO reserves the right not to accept proposed candidates

Bidders must indicate the availability of each key staff member in Suisse Romande (e.g. base location, travel time, other constraints).

It is important for bidders to note that the project is expected to be run at times that suit the ILO. This means that key project staff members are expected to generally be present on the ILO premises – at the same times as the ILO project team staff. This is generally between 9:00 to 5:00 Monday to Friday (with lunch break).

Late evening and weekend work will also be required during the data migration phase.

Early departures on Friday afternoon, and late arrival on Monday morning - due to flights or other transport arrangements - will not be acceptable as they impose undesired constraints on optimal communication and coordination within the project team.

VI – Proposed Software – Migration tools

Based on the high level system design, the bidders must provide a definitive list of migration tools foreseen for deployment with the following indications

Name (editor, product, version)	Description (role in the migration)	Quantity	Unit List Price	Unit Discounted Price

None of the software proposed must be listed on the editor's End-of-Sale Notice.

VII – Financial Proposal (please use the template provided in Annex IV of the RFP tender document)

The financial proposal must distinguish between the following costs:



ANNEX I

Phase A: headquarters

- Migration to the target environment;
- Supply of software licenses for migration tools;
- Project Management;
- Change Management including ILO Staff training;
- ILO IT staff knowledge transfer;
- Service Desk temporary support.

The proposal must quote a fixed price for each of the items above. Note that the ILO may only order Phase A.

Phase B: 55 field offices

- Migration to the target environment;
- Supply of software licenses for migration tools;
- Project Management;
- Change Management including ILO Staff training;
- ILO IT staff knowledge transfer;
- Travel and expenses.

The proposal must quote an indicative time and material price for each of the items above (with details of effort in person days, daily rates and expected travel costs). The Bidders will be allowed to adjust daily rates and travel costs once the phase B starting date has been decided by the ILO to reflect inflexion.

All prices must be provided in US Dollars (USD).

8 Timeline

The following table outlines the key milestones for the RFP and project delivery of Phase A. Milestones for Phase B will be decided by the end of 2013.

18 th January 2013	RFP is issued
1 st February 2013	Bidders Questions are received
15 th February 2013	Answers to bidders questions are provided by ILO
1 st March 2013	RFP answers are received from bidders
26th April 2013	The winning bidder is announced
27 th May 2013	Beginning of the migration project Phase A (Headquarters)
20 th December 2013	Completion of the migration project Phase A (Headquarters)

The vendor may invoice for the services associated with this engagement upon the successful completion of a milestone/deliverable but only after meeting the required acceptance criteria.

Payment will therefore be linked to delivery criteria, with the successful delivery of a stage determined by a testing program to be documented during the first phase of the project.



ANNEX I

The following table outlines the payment schedule associated with the key project milestones. For each milestone, the ILO will validate the quality of the deliverables before releasing payment.

Phase A: headquarters

Milestone	Validation Criteria	Payment Percentage of Phase A fees
Pilot migration (Phase A.1) is successful	All ITCOM users fully migrated	20%
50% of the headquarters GroupWise accounts have been migrated	All data of users fully migrated	30%
75% of the headquarters GroupWise accounts have been migrated	All data of users fully migrated	25%
100% of the headquarters GroupWise accounts have been migrated		25%

Phase B: field offices

Milestone	Validation Criteria	Payment Percentage of Phase B fees
All users of the pilot sites migration is successful	All pilot site users fully migrated	15%
50% of the field offices have been migrated	All data of users fully migrated	30%
75% of the field offices have been migrated	All data of users fully migrated	25%
100% of the field offices have been migrated		30%



ANNEX I

Appendix 1 Headquarters Post Office Mailboxes

Post Office	Users	Resources	Distribution List	Total Objects	Size in GB
GVAPO1	264	41	3	308	69 GB
GVAPO2	522	95	1	618	158 GB
GVAPO3	446	120	0	566	237 GB
GVAPO4	379	119	0	498	144 GB
GVAPO5	281	54	0	335	107 GB
GVAPO6	311	57	0	368	121 GB
GVAPOSPC	196	4	19	219	7 GB
GVAPOGST	13	0	0	13	5 GB
TOTAL	2,412	490	23	2,925	849 GB



ANNEX I

Appendix 2 Field Office Post Office Mailboxes

Post Office	Users	Resources	Distribution List	Total	Size in GB
Africa					
ABIDJAN	84	0	8	92	35 GB
ABUJA	64	0	4	68	60 GB
ADDIS	78	9	12	99	29 GB
ALGIERS	20	0	2	22	19 GB
ANTANANARIVO	50	0	9	59	56 GB
BAMAKO	29	0	1	30	28 GB
CAIRO	82	0	1	83	37 GB
DAKAR	112	6	12	130	55 GB
DAR ES SALAM	99	0	2	101	26 GB
HARARE	36	0	5	41	28 GB
KAMPALA	28	0	1	29	9 GB
KINSHASA	33	0	2	35	56 GB
LUSAKA	50	0	12	62	104 GB
MAPUTO	15	0	1	16	14 GB
NAIROBI	80	0	2	82	30 GB
PRETORIA	94	2	5	101	76 GB
YAOUNDE	51	0	7	58	70 GB
Americas					
BRASILIA	49	11	3	63	52 GB
BUENOS AIRES	26	1	1	28	31 GB
LIMA	135	11	21	167	95 GB
MEXICO	32	1	1	34	22 GB
MONTEVIDEO	31	6	5	42	39 GB
NEW YORK	17	0	2	19	16 GB
PANAMA	7	0	1	8	7 GB



ANNEX I

Post Office	Users	Resources	Distribution List	Total	Size in GB
PORT OF SPAIN	26	8	2	36	19 GB
SAN JOSE	126	46	8	180	108 GB
SANTIAGO	69	9	1	79	45 GB
WASHINGTON	13	0	4	17	28 GB
Asia					
BANGKOK	185	27	38	250	79 GB
BEIJING	34	1	5	40	11 GB
CAMBODIA	26	1	6	33	5 GB
COLOMBO	37	1	5	43	7 GB
DHAKA	61	3	2	66	15 GB
ISLAMABAD	34	1	9	44	14 GB
HANOI	80	2	15	97	26 GB
JAKARTA	172	2	22	196	84 GB
KATHMANDU	29	1	8	38	16 GB
MANILA	64	2	11	77	19 GB
NEW DELHI	77	4	21	102	25 GB
PHNOM PENH	38	4	6	48	7 GB
SUVA	30	2	3	35	10 GB
TOKYO	12	2	5	19	3 GB
Europe					
ANKARA	14	0	1	15	26 GB
BERLIN	8	1	1	10	15 GB
BRUSSELS	15	1	1	17	10 GB
BUDAPEST	61	6	6	73	36 GB
LISBON	16	0	1	17	41 GB
MADRID	10	0	1	11	2 GB
MOSCOW	63	3	5	71	81 GB



ANNEX I

Post Office	Users	Resources	Distribution List	Total	Size in GB
PARIS	9	0	1	10	13 GB
ROME	7	8	1	16	8 GB
Middle Est					
BEIRUT	119	8	18	145	55,957 GB
TOTAL	2,737	190	327	3,254	57,702 GB



ANNEX I

Appendix 3 Headquarters Mailbox Size

Mailbox Size Distribution	Number of Mailboxes
0 MB	743
1 MB to 100 MB	1,159
100 MB to 250 MB	347
250 MB to 500 MB	422
500 Mb to 750 MB	457
750 MB to 1GB	199
1 GB to 2GB	6
2 GB to 4GB	1
Total	3,334

Top 5 largest mailbox sizes

Mailbox	Size GB
Mailbox 1	2.11 GB
Mailbox 2	1.82 GB
Mailbox 3	1.66 GB
Mailbox 4	1.39 GB
Mailbox 5	1.29 GB



ANNEX I

Appendix 4 Headquarters Archives Size

Archive Size Distribution	Number of Archives	Total Size GB
0 GB	168	0 GB
0 GB - 1 GB	700	160 GB
1 GB - 5 GB	431	952 GB
5 GB - 10 GB	75	518 GB
10 GB - 29 GB	22	308 GB
TOTAL	1,396	1,938 GB



ANNEX I

Appendix 5 Field Offices Archives Size

Archive Size Distribution	Number of Archives	Total Size GB
0 GB	504	0 GB
0 GB - 1 GB	340	101 GB
1 GB - 5 GB	314	801 GB
5 GB - 10 GB	160	1,082 GB
10 GB - 50 GB	78	1,160 GB
50 GB - 100 GB	4	1,933 GB
Total	1,400	5,078 GB



ANNEX I

Appendix 6 BlackBerry Distribution By Post Office (headquarters)

Post Office	Number of BlackBerry
GVAPO1	15
GVAPO2	55
GVAPO3	46
GVAPO4	34
GVAPO5	40
GVAPO6	22
Total	212



ANNEX I

Appendix 7 Wide Area Network Details

Office	Country	Type of Connection	Downlink Kbps	Uplink Kbps	# of PCs	Network Link Availability %
Abidjan	Cote d'Ivoire	Leased	2560	2560	19	99
Abuja	Nigeria	Leased	2048	2048	20	0
Addis Ababa	Ethiopia	VSAT	1024	512	90	99
	Ethiopia	Fiber Optical (On test)	10240	10240		
Ankara	Turkey	SDSL	2048	2048	8	100
Antananarivo	Madagascar	ADSL	4096	1024	20	100
Bamako	Mali	Leased	512	256	8	87
Bangkok	Thailand	Leased	15000	15000	150	100
Bangkok - IRIS		Leased	5000	5000	0	
Beijing	China	Leased	6000	6000	40	100
Beirut	Lebanon	ADSL	8192	4096	45	100
Beirut - IRIS		Share SDSL	4096	4096	0	
Berlin	Germany	SDSL plus /Secure	16000	16000	6	98
Brasilia	Brazil	Leased	4000	4000	48	
Brussels	Belgium	ADSL	4600	512	12	100
Budapest	Hungary	Leased	10000	10000	38	100
Buenos Aires	Argentina	Leased	2000	2000	23	100
Cairo	Egypt	Leased	3000	3000	32	99
Cambodia	Phnom Penh (JPO)	Fiber	5000	5000	20	100
	Phnom Penh (BFC)	Fiber	8000	8000	37	
Colombo	Sri Lanka	Leased	5000	5000	17	94
Dakar	Senegal	Leased	2048	2048	39	96
Dar es Salaam	Tanzania	Leased	1024	1024	60	98
Dhaka	Bangladesh	Leased	5000	5000	46	100
Hanoi	Vietnam	Leased	5000	5000	39	100
Harare	Zimbabwe	VSAT	512	256	25	
Islamabad	Pakistan	Leased	2048	2048	41	97
Jakarta	Indonesia	Leased	5000	5000	73	100
Kampala	Uganda	Leased	810	270	15	99
Kathmandu	Nepal	Leased	6000	6000	25	94



ANNEX I

Office	Country	Type of Connection	Downlink Kbps	Uplink Kbps	# of PCs	Network Link Availability %
Kinshasa	Dem. Rep. Congo	VSAT	256	256	15	97
Lima	Peru	Leased	10000	10000	120	100
Lisbon	Portugal	ADSL	24000	512	17	100
Lusaka	Zambia	Fibre optics	1024	1024	38	89
Madrid	Spain	Share Leased	80000	80000	8	
Manila	Philippines	SDSL	5000	5000	30	99
Maputo	Mozambique	DSL	1024	1024	13	99
Mexico	Mexico	Leased	6000	6000	23	100
Montevideo	Uruguay	Leased	4000	4000	30	100
Moscow	Russian Federation	Fibre optic	2000	2000	40	100
Nairobi	Kenya	Fibre optic	2048	2048	45	100
New Delhi	India	Leased	5000	5000	80	92
New-York	United states	ADSL	15360	2048	16	97
Panama	Panama	ADSL	2000	2000	10	100
Paris	France	SDSL	2048	2048	7	100
Port of Spain	Trinidad and Tobago	Leased	4000	4000	28	100
Pretoria	South Africa	Leased	780	730	88	100
Rome	Italy	ADSL	8000	640	9	100
San Jose	Costa Rica	SDSL	6000	6000	80	
Santiago	Chile	Leased	8000	8000	55	100
Suva	Fiji	Leased	1024	1024	24	100
Tokyo	Japan	Leased	100000	100000	8	100
Washington	United states	Leased	3000	3000	10	100
Yangon	Myanmar	Share VSAT	192	192	13	
Yaoundé	Cameroon	Fibre optic	2048	2048	57	

Appendix 8Current GroupWise Architecture: The following diagram illustrates the current GroupWise architecture for the ILO Headquarters building.

