



UNHCR
The UN Refugee Agency

UNHCR REQUEST FOR PROPOSAL: 2024_RFP_005

FOR THE ESTABLISHMENT
OF A FRAME AGREEMENT FOR THE PROVISION OF
DIGITAL WORKPLACE (INTRANET)

CLOSING DATE AND TIME: 17/05/2024 – 23:59 hrs CEST

PLEASE find below the questions and answers DOCUMENT to UNHCR 2024_RFP_005.

All other terms and conditions remain unchanged.

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Chief of Section, HQ Procurement
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The United Nations High Commissioner for Refugees (UNHCR)

No	Ref Document	Section	Question	Answer
1	Annex H - Vendor Registration Form		Can you confirm please that the Vendor Registration form does not need to be submitted earlier than the RFP deadline date?	Confirmed, the Vendor Registration Form must be submitted as part of your Technical Offer.
2	Cover letter	2.6 Submission of bid	Can you also advise how we submit our RFP response?	Please refer to Section 2.6 of the Cover letter.
3	Annex A - TOR	7.1 Technical Offer	<p>Please elaborate on the requirement under “Company Qualifications” for providing “Number of Clients”? In the specific requirements, it’s stated that you want a complete list of current and previous customers (annex A, Page 11 and 13) – We’re more than happy to share Clients count and/or user count based on sectors or industries, but are not allowed to share a full list of our Clients based on existing confidentiality and non-disclosure agreements with these Clients.</p> <p>What level of response will be acceptable?</p>	We can accept any information you can provide as long as it adequately demonstrates your experience and expertise in the field. Please refer to Question #170.
4	Annex C - Requirements Matrix		<p>Is it OK to add an appendix with more detailed answers to “Annex C”?</p> <p>In some cases we would like to add pictures(“screen dumps”) with text.</p>	You are requested to provide a concisely presented offer and fill in Annex C, but you are not limited to using Annex C only.

No	Ref Document	Section	Question	Answer
5			<p>We would like to propose solution fully based on Microsoft technology instead of other third-party software/cloud vendor. As such and since Microsoft fully complies with all Data Protection & Cybersecurity requisites would that be enough (and in such case would we need Microsoft to issue those documents for us to submit them)?</p> <p>If not enough, should we as the implementor services supplier also have to comply with it ?</p> <p>And should we have to comply with it, please do let us know if it is possible to get the equivalence of ISO 20000-1 and ISO 9001 to SSAE18 SOC 2 Type II or ISAE 3000/3402 Type II assessments?</p>	<p>We are in agreement that Microsoft is ISO 27701:2019 certified, in addition to other industry security frameworks (ISO 27001) and reports such as SOC 2 Type II; therefore, if Microsoft technology is to be used for this project, it would be partially in compliance with UNHCR security requirements as we would still require the vendor/ supplier to show evidence of security best practices compliance for the non-technological security requirements that you must meet.</p>
6	Annex A - TOR		<p>Even though you claim that “joint venture or contractor/subcontractor relationship is not preferred”, should we enter such an arrangement, do all the engaged entities have to comply with the Data Protection & Cybersecurity and Sustainability requisites or is it enough that the joint certifications of the different entities (be it the prime or subcontractor) comply with the requirements?</p>	<p>Yes, all entities entering into the agreement shall be in compliance with UNHCR security requirements.</p>
7	General		<p>We intend to participate as a consortium of Companies belonging to the same Group. Is it possible?</p>	<p>Please refer to Sections 1.5 of Annex A and 5 of Annex E.</p>

No	Ref Document	Section	Question	Answer
8	Annex C - Requirements Matrix		Is it possible to add an extra appendix with answers? We would like to use an extra appendix with screen dumps to certain questions.	Please refer to Answer No1
9	General		Will roughly 20,000 employees be utilizing the new Digital Workplace?	Yes, UNHCR workforce are around 20.000 users
10	General		Do all of your employees have M365?	Yes, all UNHCR has a M365 E3 license.
11			Are you looking to integrate with any other 3rd party applications besides Oracle ERP, Salesforce, ServiceNow and Workday?	At this stage no but it might be in the future.
12			We are in the process of acquiring ISO but do not possess it at the moment. However, we do have the Cyber Essentials security certificate. Can we still participate in a bid?	The ISO 27001 certification is not a mandatory requirement. While many vendors follow security best practices and/ or align to industry security frameworks such as ISO 27001 without obtaining the certification, having the certificate assures UNHCR that the supplier/ vendor has security controls in place to reduce any security risk from increasingly sophisticated ransomware, phishing and other cyberattacks.
13	General		How it was decided to include our company in the invitation to submit?	UNHCR searched for companies with an appropriate profile at sister agencies and on the internet. This is open tender, has been published on the UNGM and the UNHCR websites and is available to any company that is interested in submitting the offer.
14	General		How many have been invited to submit?	This is an open tender, has been published on UNHCR and UNGM websites therefore, any company interested in the tender may submit their bid.

No	Ref Document	Section	Question	Answer
15	Annex D - Financial Offer		Our pricing model is based on the number of invited users. Also, the price per license decreases when you buy more licenses. We want to be as flexible as possible for you, but would need a minimum number of licences you purchase to start the calculation and the contract. We could give you the option to increase the number of licenses at any time during the contract period and decrease the number of licenses at the end of the initial contract - in your case - after three years.	UNHCR workforce is around 20.000 user. We do have M365 E3 for all workforce and Power Platform features M365 enabled
16	Annex A	Overall Requirements	We currently do not have the requested ISO 27001 certification, but we certainly want to do everything necessary to obtain this certification, within a maximum period to be agreed between us after the award of this tender. Can you confirm this is possible for you?	Please refer to Question no. 12.
17	Annex A - ToR_Digital Workplace 2024_RFP_005	2.2 Content Management	If there is a requirement to migrate content from the current solution, please give us volumetric data for the migration assessment. 1. Number of Page Templates to be redesigned 2. Number of actual pages to be migrated 3. Number of Images and Assets to be migrated 4. Any other documents and artifacts details 5. What would be the total size/volume of the content to be migrated	Volumetric data of the current intranet: Pages: 9942 Images: 13650 Videos: 1374 Files: 25675 Other: 5401 (emf)
18	Annex A - ToR_Digital	2.2 Content Management	Section 2.2, Mentions about an existing solution offering advanced authoring workflow features and digital asset management. Please share	The current solution is based on Adobe Experience Manager. It exists since 2017, has around 20.000 users. The

No	Ref Document	Section	Question	Answer
	Workplace 2024_RFP_005		additional details about the platform and its capabilities.	management is centralized but has decentralized content ownership with around 260 authors.
19	Annex A - ToR_Digital Workplace 2024_RFP_005	2.7 Integration Management	Are there specific use cases for deeper integration with systems like Oracle ERP, Salesforce, ServiceNow, and Workday? If so, kindly provide details on integration use cases.	Data will be used from various systems such as WorkDay, for example for people search, duty stations and maps.
20	Annex C - Requirements Matrix	1.1 Enhanced User Experiences - AI Chatbot	Is our focus solely on AI Chatbots for FAQs or are we considering expanding Chatbot capabilities to help users access information throughout the Portal?	The main goal is to help users access information throughout the portal.
21	General	General	How many personas are within scope? Do various personas entail distinct user journeys and feature needs? If so, how many user journeys will be present?	<p>The user journey is based on</p> <ul style="list-style-type: none"> -work area/functional groups -interest -location <p>UNHCR cannot share the list of personas at this stage; it will be shared with the contractor upon contract award. UNHCR has a whole range of personas, and there's a bit of a breadth of different staff roles across the organization. UNHCR has a large number of people in HQ operations in Geneva and Copenhagen in well-connected environments, people working in the seven regional offices (e.g. protection specialists, education specialists, shelter specialists etc.), and people working in country operations often in compounds.</p>
22	General	General	Elaborate the differences in features and user experiences across apps, websites, and devices.	The Digital Workplace should be accessible for all devices. Colleagues are using PCs, laptops, Mobile phones and tablets. There should be no difference in features. The current

No	Ref Document	Section	Question	Answer
				solution is accesible through the website. No app but we are open to new solutions.
23	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	Kindly state the preferred technology requirements for mobile experiences: Native vs. Hybrid development.	We are open to any solutions. However, the delivery of a mobile app would not be mandatory requirement if the solution is optimised for web via a mobile browser.
24	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	Is there an existing backend system to gather content from various platforms for a mobile app?	No
25	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	Is there any backend system already in place to get content from disparate platforms for mobile app ?	No
26	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	Creating unique homepage and site experiences for various user groups - Does this requirement apply to a mobile app or a web app?	Web app but we are open to other solutions
27	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	Do mobile applications need offline support?	Yes, in cases of emergencies or crisis mode but this is a desirable feature and not mandatory.

No	Ref Document	Section	Question	Answer
28	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	What security measures are necessary for a mobile app? Like encryption/ decryption of local storage / server API calls etc.,	<p>General Security</p> <ul style="list-style-type: none"> - The allocation of Authentication Information (such as passwords, tokens) to Authorized Users is controlled through a formal, secure process. - The application complies with UNHCR mandatory password content requirements. - Multi-factor authentication (MFA) (including biometrics as an option) is required for all end user's access to the system (where technically possible) and only disabled based on fully justified cases. - The Application locks out user accounts (at least temporarily) if a maximum number of failed authentication attempts is exceeded. - The application terminates idle interactive sessions after a defined period of inactivity (less than 9 hours). - Use only secure versions of protocols (SFTP not FTP, HTTPS not HTTP, SSH not telnet). - Internet ports are restricted: Only http (port 80) (redirects) and https (port 443) are open on the Internet. - No sensitive information (i.e., credentials, private keys, passwords) is stored in clear text (documents, files, etc) or readable code (scripts, etc.). - Secrets (API Keys, passwords, certificates, and cryptographic keys) are NOT hard coded. - Encryption in transit is enforced for the application with at least Transport Layer Security (TLS) 1.2. - Any local password store is protected with a combination of SHA-2 (256) or above cryptography and Hash-Based Message Authentication with the addition of a unique random "salt". - Mobile applications meet OWASP mobile app standards. <p>API Security</p>

No	Ref Document	Section	Question	Answer
				<ul style="list-style-type: none"> - If the application has an API for data exports, then it has controls to both limit volumes and log all exports. - API token expiration is max. 30 minutes for confidential apps and 120 minutes for not-classified apps. Non-expiring tokens are not used. - API keys are automatically revoked after three months of inactivity. - API authentication for browser-to-server implements methods such as OAuth 2.0, OpenID Connect, SAML or JSON Web Tokens (JWT). - API authentication for server-to-server implements basic-auth keys or PKI certificates. - When technically feasible, the service should use a native cloud API Gateway in a UNHCR cloud subscription (e.g. Azure, AWS, Oracle), and allow for centralized management and monitoring.
29	Annex C - Requirements Matrix	1.1 Enhanced User Experiences - Enhanced Design / Experience	Which kind of notifications mobile app requires to show to the user?	News alerts, Emergency messages, updates on followed pages, followed people
30	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	What functionalities does a mobile app expect apart from authentication, two-way communication, and crisis mode?	Content delivery of key messages, announcements and articles.
31	Annex C - Requirements Matrix	1.2 Content Management - Multilingual	How many languages & locales are currently supported in the current system ? Are there any other languages or locales that should be taken into account when measuring screen design effort in the new system?	The current solution is mainly in English with a few pages and assets in other languages (French, Spanish, Arabic) The new solution should be multilingual (English and French at least) and capable of displaying characters from other languages such as Arabic, Russian or Chinese.

No	Ref Document	Section	Question	Answer
32	Annex C - Requirements Matrix	1.3 Search Management - People Search	Please Share the required Profile information from Oracle Cloud and the Oracle System version. Does it offer an API for integrating with Microsoft Search to access People's profile information?	Profile information should be taken from Microsoft Entra/SPO profile.
33	Annex C - Requirements Matrix	1.4 Audience/Profile Management - Dynamic User Groups	Is your Azure AD team already leveraging Dynamic Groups in Azure AD for user segmentation based on relevant properties, or are you considering LTIM Expertise to assist with implementing Dynamic User Groups in Azure AD for SharePoint Audience Management?	Dynamic groups are currently used as part of our business processes.
34	Annex C - Requirements Matrix	1.4 Audience/Profile Management - External User Management	Is Federation enabled in the current system or O365 Tenant? If so, please inform us of the expected number of Partners accessing the new platform. Provide details on anticipated external users, their access levels, and whether they need to be included in content approval workflows.	The intranet is only for internal users but we have a few external users (auditors, consultants) and for onboarding new colleagues that have access to a few pages and only for limited time. We have a few external users for in digital communities in MS teams. External users are removed automatically after a certain period of time.
35	Annex C - Requirements Matrix	1.7 Analytics -3rd Party	Identify the various data sources needed to track and recognize users who are most engaged with content, communications, and searches.	It will depend on the proposed solution. If base on Microsoft technology, M365 logs and other adoption related reports can and should be used.
36	General	General	List the required types of security assessments and specify their expected frequency. 1. SAST - Static Application Security Testing 2. DAST - Dynamic Application Security Testing 3. MAST - Mobile Application Security Testing	For application security testing, the ones listed are good when developing applications. The frequency should be prior to going into production, and after any issues or vulnerabilities are found and fixed; then another round of test/ assessment should take place, before and after going live to production. Penetration Testing is performed and how often.

No	Ref Document	Section	Question	Answer
37	General	General	Do we have any Test automation (e.g., Selenium, UFT and Tosca) tools or licenses available with UNHCR that can be utilized kindly confirm.	no
38	Annex C - Requirements Matrix	1.5 Channel Management - Branded App	State your preference for crisis/emergency features in a mobile app: chat module, emergency call button, or in-app form submission for crisis mode communications.	chat module, access to important information, push notifications, connected with digital signage
39	Annex C - Requirements Matrix	1.3 Search Management	"Profile completeness" Please can you expand upon this phrase. What is being sought?	With regard to people search, some fields will be mandatory.
40	Annex C - Requirements Matrix	1.3 Search Management	"Microsoft Entra ID / Oracle Integration Cloud" Please expand on what is meant by this. How do UNHCR intend to leverage these technologies in the context of search management?	Oracle Integration Cloud layer provides the API endpoint to retrieve additional information related to user profiles.
41	Annex C - Requirements Matrix	1.3 Search Management	"Ability to set up scopes to be able to limit search results to Intranet, Yammer, Teams, and so on" Is this a request about federated search functionality and limiting/allowing for search within these systems from federated search? If not, how does UNHCR envisage this functioning?	Yes, it is about Federated search and allowing users to filter the source.
42	Annex C - Requirements Matrix	1.5 Channel Management	"Quickly set up experiences for crisis/emergency situations" What exactly is meant by set up experiences? What is an experience expected to consist of in this context?	To have templates and "crisis" site available to go online.

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43	Annex C - Requirements Matrix	1.6 Integration Management	"Integration with M365 BPT Suite (Salesforce, Workday, Oracle, Compass) ServiceNow" Please provide more detail on the types of integrations that are desired for each of these applications/suites?	Mainly data that is used for search purposes, e.g Workday for People Search.
44	Annex C - Requirements Matrix	1.8 Governance & Security	"Control over customizations" Please expand upon this point. What kind of control is sought over customisations?	Ability to hold and enable/disable new features for testing and change management
45	General	General	Is there any expected project ignition/kick-off date planned?	After the completion of the tender.
46	General	General	Which Microsoft 365 services are already in use at UNHCR?	M365 E3: all workforce Power Platform features M365 enabled
47	General	General	Do you know the current accurate breakdown of Microsoft Licenses assigned to UNHCR staff across regions?	M365 E3: all workforce Power Platform features M365 enabled
48	General	General	In case some extra licenses should be purchased for the need of this project (e.g. SharePoint Premium, Viva, Copilot, Premium Power Automate connectors...), do you have an idea of the licenses distribution across staff roles and duties?	No
49	General	General	Can you list all the languages that should be available to users? (Only the six UN official languages or more...)	UN official languages

No	Ref Document	Section	Question	Answer
50	General	General	Should the data collected and stored with the hosting environment be stored in a specific country or region (Switzerland only or Europe...)?	yes (GDPR covered regions - preferable West Europe /switzerland)
51	General	General	Where will be the main working place for this project (Geneva headquarter)? Is it planned to travel to some regional offices?	No regional travel is expected. Main team works from HQ duty stations Copenhagen, Budapest and Geneva. Limited Travel to both locations should be expected.
52	General	General	Are extra licenses purchased separately and directly by UNHCR or their cost should be included in our project quotation?	All required licenses should be indentified in the offer. UNHCR staff members hold M365 E3 license pack
53	General	General	How should we understand the conflicting statements requiring to deliver an up and running project at the beginning of year 2025 while asking for a three years contract which can be extended for one year twice? Which kind of activities and stakeholder profiles are expected after the go live of January 2025?	We imagine that the project will have an initial implmentation phase but then an ongoing licence cost therefore the need for a rolling contract for licences and and support. We hoped that the new intranet would be live at the beginning of 2025
54	General	General	As described in your RFP, do you confirm that any migration activity will be handled by UNHCR staff?	We're expecting UNHCR's team to migrate content and build pages. We expect the company to help us set up the shell to receive the content, structure, and any associated technical tasks. UNHCR's team will do anything that a publisher or an editor may be up to do.
55	General	General	Do you plan to implement configurations and customizations in a single hosting environment only or across several environments (Staging, Production...)?	Several environments

No	Ref Document	Section	Question	Answer
56	General	General	Which level of permission will be granted to our consultants in each UNHCR Office 365 tenant?	UNCHR provides User account with and E3 License attached. Addition roles will need to be requested and approved. (global admin is not an option)
57	General	General	Are you using Azure Privilege Identity Management to control access to services?	Yes
58	General	General	Do you expect that any configuration to be applied in your tenants must be: <ul style="list-style-type: none"> • Fully documented? • Scripted? • Both? 	Both
59	General	General	Regarding integration management, are there any specific use cases to be implemented already described or UNHCR just want to assert that connectors to Salesforce, Service Now, Oracle and Workday are indeed available?	Just to assert the availability of connectors
60	General	General	Which warranty and/or services do you expect to be covered within the maintenance agreement?	Level 2-3 support and product updates.
61	General	General	Are there any service level agreement constraints?	UNHCR intends to sign a Service Contract
62	General	General	Is the scope of this tender to provide a Digital Workplace product (built on top of SharePoint and O365) or it allows for a customised development over SharePoint and O365?	Customised development but if the proposed solutions is built on top and fullfils the requirment, we are open for suggestions
63	General	General	What is the current information structure of SharePoint (sites, folders, documents)?	Site Onwership is with the business units who can structure the SiteCollection as they feel appropriate
64	General	General	What is the total expected number of users?	Around 20.000 users

No	Ref Document	Section	Question	Answer
65	General	General	Does it require a customised UI design or can it be based in SharePoint default design?	Both can be done
66	General	General	Are expected to develop integrations with other systems? If so, which ones?	M365 Salesforce Workday Oracle Compass Service Now
67	General	General	How many flows have to be developed using Power Automate?	depends on the proposed solution. (note: Premium connectors are not currently available to all staff, due to license costs.)
68	General	General	It is needed to perform a content and data migration?	No. The migration will be done by UNHCR.
69	Annex A	1.4	Where are hosted all documents now? Only On the existing intranet platform? Is there a migration plan to extract these documents?	Assets are hosted in the currentt intranet (Adobe Experience Manager) and M365 environment
70	Annex A	1.4	Actually documents have metadata? Which type of metadata? Permissions must be extracted?	Metadata and taxonomy (tagged keywords). Permissions must not be extracted. Any content on the intranet is available to everyone. Communities might have different permission for user but it will follow the M365 standards.
71	Annex A	2.1	Home page is built on user login. Announcements, FAQ and news published are related only with user login? Which kind of content, in details, must be strictly related to the user login?	Login is with M365
72	Annex A	2.5	Have you Groups of users in AAD?	yes (1000+)

No	Ref Document	Section	Question	Answer
73	Annex A		Structure of intranet: an unique site for Europe and then "subsites" for each nation? What do you expect from this intranet.	One site
74	Annex A		Documents granularity: how many documents do you expect to have with granular permissions?	Documents in the intranet are open to all. It would be only a few in communities
75	Cover Letter		Please clarify what the RFP closing date is. Two different dates are indicated	The submission deadline has been amended to 17/05/2024, 23:59 hrs CEST.
76	Annex C - Requirements Matrix		Do you have any users who need to be reached or require access to the intranet but do not possess an AD account?	The intranet is only for internal users but we have a few external users (auditors, consultants) and for onboarding new colleagues that have access to a few pages and only for limited time. We have a few external users for in digital communities in MS teams.
77	Annex C - Requirements Matrix		Do employees have personal or corporate mobiles?	Both
78	Annex C - Requirements Matrix		Are you currently partnering with a digital screen provider? If so, which one?	We do have a provider in few regions. The set up and provider may differ. We cannot share further details.
79	Annex C - Requirements Matrix		Please describe the max bandwidth within the low bandwidth locations	<p>There is no limitation on the per client bandwidth. The Speed limit for the ISP is connected to the router.</p> <p>The ISP is connected to the router with 100 mbps 100 mbps link is utilised by around 20 to 30 people</p> <p>We don't set any limitations for any user machine either by LAN OR WiFi</p>

No	Ref Document	Section	Question	Answer
80			What are you using as a HRIS platform? Are you using multiple platforms to store HR attribute data?	We use Workday as HR system
81	Annex C - Requirements Matrix		Are you using any third party Quiz, poll, survey providers?	M365 applications
82	Annex C - Requirements Matrix	1.1 Enhanced User Experiences Enhanced Design / Experience Content from disparate platforms brought together to deliver an enriching and relevant experience	Which platforms? Does this disparate platforms content needs to be searchable? What kind of integration will be required?	Applications under M365
83	Annex C - Requirements Matrix	1.1 Enhanced User Experiences Enhanced Design / Experience Experience the digital workplace from SharePoint, Teams, and mobile devices	For mobile application is it teams a valid solution?	yes
84	Annex C - Requirements Matrix	1.1 Enhanced User Experiences Personalized Content	We assume that the updatable information will be updated by user and won't be synched with any other software. Is that correct? We assume that part of the profile won't be	Yes

No	Ref Document	Section	Question	Answer
		Updateable profile, skills, etc	updateable by the user as it will come from the HR system. Is that correct?	
85	Annex C - Requirements Matrix	1.1 Enhanced User Experiences Social Ability to interact with other users regardless of memberships.	What kind of membership are you referring to?	Membership in teams or communities
86	Annex C - Requirements Matrix	1.1 Enhanced User Experiences Social Follow functionality at individual level.	Do you mean to follow tags, people, content at user level?	yes
87	Annex C - Requirements Matrix	1.2 Content Management Page Management and Authoring Ability of the Intranet team to manage the entire design and deployment workflow without relying on IT intervention. This includes filtered and parameterized web parts	Rollback features?	Rollback should be done by the technical support team aligned with IT

No	Ref Document	Section	Question	Answer
88	Annex C - Requirements Matrix	1.2 Content Management Page Management and Authoring Page tagging based on taxonomy, category, sensitivity	Are you asking for a automated tagging proposal system based on the taxonomy, category,... of the page	Defined taxonomy, manually added by authors
89	Annex C - Requirements Matrix	1.2 Content Management Page Management and Authoring Channel previews for different devices	Just preview of the layout of the contents or are you meaning simulating the performance under different bandwidth scenarios	Both
90	Annex C - Requirements Matrix	1.2 Content Management Page Management and Authoring Newsletter template and news digests	Could we consider we can address this requirement with SPO out of the box news and digest components?	Yes, but we are open for additional solutions.
91	Annex C - Requirements Matrix	1.2 Content Management Multilingual Translation feature for authors. Ideally not requiring multi page publishing but feature is available as a component of the	Are you expecting automated translation for contents?	Yes

No	Ref Document	Section	Question	Answer
		main language page editing		
92	Annex C - Requirements Matrix	1.2 Content Management Mandatory Read Ensure specific audiences have read a page... such as mandatory policy read for HR users	Could you elaborate the requirement about how you expect to control the reading of mandatory contents?	Push notifications
93	Annex C - Requirements Matrix	1.2 Content Management Lifecycle Alerts and automatic content retention policies	Could we use Azure Information Protection for this requirement?	Users currently only have M365 E3 licenses. If additional features and licenses are required, cost and license details needs to be included in the financial proposal.
94	Annex C - Requirements Matrix	1.2 Content Management Chatbots Ability to create Chatbots for different areas and build the required behaviour trees and other backend models	In which channels are you expecting those bots would be accesible? Which use cases do you have in mind and what are the current systems supporting the back-office operations for those use cases?	Chatbots for different sections of the website, e.g policy section. A user might look for a specific policy and its content. The chatbot would help to skim through the policy to find the chapter pr paragraph the user is looking for

No	Ref Document	Section	Question	Answer
95	Annex C - Requirements Matrix	1.2 Content Management Media Digital Asset Manager	Could you elaborate the business requirements and process you expect to be supported by the DAM tool? For example: do you need that external agencies that create contents could have access to upload or edit the assess store in the DAM?	The Digital Assest Manager is managed by a centralized team but all authors will have access to upload and create, adding tags
96	Annex C - Requirements Matrix	1.2 Content Management Media Support for Videos	Also embedding videos (youtube, vimeo,...)?	Yes , we would like to embed any kind of media format.
97	Annex C - Requirements Matrix	1.2 Content Management Media Image and photo galleries. Spaces for various functions that are engaging and easy to set up and when required safe.	What do you mean by functions that are engaging and easy to set up?	Social media function such as like, follow etc.
98	Annex C - Requirements Matrix	1.8 Governance and Security Permissions External user access controls and monitoring	Which kind of external users and which actions are we expecting to allow them to perform?	In some cases partners , former employees and consultants, mainly with reader rights but also in few cases with authoring rights.
99	Annex C - Requirements Matrix	1.8 Governance and Security Search Search	Could you elaborate what you meand by search health/optimization capability	improving the quality and quantity of the search

No	Ref Document	Section	Question	Answer
		health/optimization capability		
100	General		Are the out-of-the-box solutions expected to be adjusted for your needs? Or should the solution effectively be build from scratch based on your requirements?	Both is possible
101	General		Can Microsoft Azure Cloud Services be considered as a supplier for hosting?	yes (and in needs to be hosted in UNHCR's Azure tenant)
102	General		What types of licenses are allowed for third-party software or code used in the solution? Is it MIT/Apache2 compatible only?	<p>This question requires clarification. Are they referring to commercial (PAID) and/ or open-source (FREE) licensing?</p> <p>Regardless of whether commercial or open-source is the right software for your project, all software need to have multiple security checkpoints in place protecting against malware, viruses, or similar vulnerabilities.</p>
103	General		It is mentioned in RFP that there should be a deeper integration with Oracle ERP, Salesforce, ServiceNow and Workday in "later stages" - Is this a part of "go-live" date in January 2025?	We may need data for search, such as HR data for people search. The people search, duty stations and maps should be part of the go live date.
104		Data & AI	When it comes to data protection and security, would EU GDPR be the baseline framework to consider? Are there other legislations that could impact this work?	<p>As subsidiary organ of UN General Assembly, UNHCR is not subject to national legislative provisions. Processing of Personal data by UNHCR is governed by the UNHCR General Policy on Personal Data Protection and Privacy</p> <p>Data protection UNHCR</p> <p>. https://www.unhcr.org/what-we-do/reports-and-publications/data-and-statistics/data-protection</p>

No	Ref Document	Section	Question	Answer
105		Data & AI	How do you collect data?	This information cannot be shared and is confidential.
106		Data & AI	What kind of data on UNHCR staff/users do you have in the as-is state? (This helps with understanding how to deliver customised content)	This information cannot be shared and is confidential
107		Data & AI	Does data exist on UNHCR staff/users content consumption and preferences? (This helps with understanding how to deliver customised content)	We have data from user surveys and analytics from Google and Microsoft
108		Data & AI	What is the governance and security of the data?	The data on the intranet is classified as Confidential
109		Data & AI	Where is users' data currently stored?	Multiple systems
110		Data & AI	What data sets do you have?	Data is taken for people search, locations, maps, DSA rates, UN exchange rates
111		Documents	Can you share the review created which details the needs & advantages/disadvantages of each platform?	UNHCR cannot share the information. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
112		Documents	Can we get access to the gap analysis for M365?	UNHCR cannot share the information. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we

No	Ref Document	Section	Question	Answer
				engage the workforce, inspire the workforce, and get them talking together without talking at them.
113		Documents	Gap analysis - What are extra needs have you discovered on top of M365?	UNHCR cannot be sharing that. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
114		Audience	What audiences do you already have defined?	UNHCR workforce and partners
115		Audience	Do you have a baseline on content that applies to audiences yet?	Yes, we are currently in process of a content inventory of intranet and digital communities
116		Platform	Is there openness to customising and integrating an existing DW solution based on MS365, like Advania or Arvato?	We are open to any solution that meets the requirements and complements SharePoint technologies
117		Terminology	What are the 'communities of practice'?	Digital communities that colleagues have on SharePoint and Viva Engage
118		Terminology	Can you clarify what is included in 'shared interest'?	A digital community can be created based on shared interest, e.g in policies for protection, living in Geneva etc
119		Terminology	What do you mean by 'collaboration'?	Colleagues collaborate on documents, web pages but also chat and have exchanges on digital communities (SharePoint and Viva Engage)
120		Experience	Due to the difference in levels of connectivity globally, do we need to consider for offline usage?	Yes, in cases of emergencies or crisis mode. This is a desirable feature

No	Ref Document	Section	Question	Answer
121		Experience	Future proofing - how much do you want to preserve 'out of the box' functionality?	Preserve as much as OOTB as possible
122		Experience	What is the breadth of devices required to be designed for. Should we be considering this to be mobile first?	Web based accessibility - Laptop tablets and mobile phones
123		Experience	Please give us an example of device and internet connectivity in an 'extreme' scenario?	The worst case scenario is no connectivity
124		Content	Are there any compliance and information management needs we need to be aware of when it comes to your document management practice?	We use taxonomy and keywords for tagging information but the intranet and archive are two separate applications that ideally will use the same terminology but are not connected.
125		Content	Is there a team (and if so, what is their makeup) that is currently responsible for some of the Intranet operations? (e.g Information architecture, template creation, content approvals. etc)	The intranet is managed by a team that oversees the editorial process and information architecture. The team sits in the Communications department. The technical support is coordinated with IT.
126		Content	Have you done (or will you be doing) a content inventory?	Yes, UNHCR is in the process of the content inventory of the intranet and digital communities
127		Content	Do you have any other "Intranet-like" content that is not currently stored on Sharepoint that you'd like to have on MS365?	Yes, we do have several digital communities on SharePoint that share content that will be integrated with the future intranet
128		Content	Are you planning on reviewing/updating content ahead of the move to the new platform?	Yes, UNHCR is in the process of the content inventory of the intranet and digital communities
129	Annex A	Overall Requirements	We are compliance with all your requirements and criteria, except one about the ISO 27001 that we don't have today.	Please refer to Question no. 12.

No	Ref Document	Section	Question	Answer
			Are we allowed to answer to the bid, or it is mandatory ?	
130			Are you looking forward to to establish a contract with the A services provider company that will then integrate and introduct in a box solution from a vendor or if you are looking to to establish directly a contract with with the Internet in the box vendor itself?	We're open to both approaches. We assume that we would be going for an Internet-in-a-box solution. However, if a supplier comes back to us and says we can't do exactly what you are doing, and want to build on top of the Microsoft platform with some custom coding and some other aspects then we are open to exploring that. At the moment our problems have been so far with the Microsoft approaches is that to say navigating across multiple sites. Getting the same visual impact that we get from our current Internet in terms of look and feel and internal communication objectives. So we would need to feel really comfortable that that those issues of user experience are are really addressed within it.
131			Should the requirements about compliance with the standards like those associated with SoC to Type 2 be met by the vendor of the Internet in a box solution or Microsoft itself or or the services provider?	<p>All entities entering into the agreement shall be in compliance with UNHCR security requirements.</p> <p>If Microsoft technology is to be used for this project, it would be partially in compliance with UNHCR security requirements as we would still require the vendor/ supplier to show evidence of security best practices compliance for the non-technological security requirements that you must meet.</p>

No	Ref Document	Section	Question	Answer
132			Could you just add just a bit of clarity around your people data? Where's your single source of the truth for people data?	<p>The centre repository of accounts being created is intra; it also can include certain guest accounts. If you talk to the work day, work day has our staff information. Not necessarily, the additional resources which are also using the Internet so it has doesn't have the full set. When it comes to basing everything on like from the people search it is the Microsoft intra as a first step to go because we make sure that most of the attributes are there, but if there are additional attributes to be included in the search capability we need to look into certain other ways how we can retrieve that from other data sources.</p> <p>We have Microsoft intra as the source of tools and we need to put whatever is missing, but you're free to come up with other ideas.</p>
133			What do you expect the implementation to look like? For example, who will be responsible for the build up of the platform in terms of content especially?	We're expecting UNHCR's team to migrate content and build pages. We expect the company to help us set up the shell to receive the content, structure, and any associated technical tasks. UNHCR's team will do anything that a publisher or an editor may be up to do.
134			How would you expect a contract structure to look like? Do you have a frame agreement, and then you want to purchase licenses from the frame agreement in the amount you need and you will not commit to a minimum amount of licenses?	<p>As per the tender documentation, UNHCR expects to purchase 20,000 licenses per year throughout the contract period, we don't foresee the change in this amount.</p> <p>UNHCR is going to sign a contract with a company for the provision of this services and licences. And according to the needs, UNHCR will submit requests for the contractor, and based on the agreed scope of works, UNHCR is going to issue purchase orders. Licences are to be renewed on regular basis.</p>
135			Would you like to keep some of the features that you use (such as Viva engage) or are you open to	UNHCR is open to receiving proposals with other tools but may not want to switch to critical features. But it's really

No	Ref Document	Section	Question	Answer
			replacing those as well because lots of the box solutions propose their own developments based on Microsoft?	about how we weave it together into an effective complementary experience.
136			Would you like to have also some migration support on content migration?	UNHR will be migrating all the content.
137			UNHCR already has a strong intranet in place and want to build UPON it. So building on top of MS Sharepoint and Viva. Is this the case?	UNHCR wants to build on the approach rather than on the technology.
138			Does UNHCR have a DAM already in place that the intranet should use? Or should one be implemented by the vendor?	We have a Digital asset manager for the current intranet content, but we don't have one for the Microsoft solutions. We are open to any solutions such as document libraries that are native within SharePoint and Microsoft 365. If you have what you believe are stronger solutions to this that are still perhaps not creating too much of a kind of duality of systems, then we are again open to hearing about those approaches.
139			Will you be sharing gap analysis which details where you feel the current platform is not fulfilling your needs?	UNHCR won't be sharing that. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
140			If you have only one tenant or if you have several tenants regarding Microsoft physics file environments?	We have one production tenant. We have a couple of tennants for development but there is no sharing on production

No	Ref Document	Section	Question	Answer
141			Regarding your mobile phone strategy, do you provide company phones, or do you have a bring-your-own-device strategy for smartphones? Do you have a mobile device management manager? E.g Intune or Lwatch	Intune is in use and not necessary for mobiles. It's a mixture of Intunes and desktops, and we also have roughly 5 to 10% of laptops, which are not necessarily also boyk kind of external consultants, and all this apart, they have UNHCR addresses. They also use their own laptops, so it has to be compatible with that.
142			Are you expecting to buy the Microsoft licences on Microsoft Word through an existing frame agreement with Microsoft or whoever? Or through the partner?	We do have an enterprise agreement with Microsoft. We cannot necessarily go through other providers to buy licenses when it comes to Microsoft, we will put it in our enterprise agreement when it comes to adding licenses. UNHCR may consider buying from another provider if you can propose a reduced price and if a business justification proves that we will save money on the long-term. Some people have an E5 licence just to do their specific work.
143			Where do you expect to store the data? Do you have any requirements on this?	We are trying to comply with GDPR, so if it's a location in the GDPR area, that would be okay.
144			Are you using a Frame Agreement template? Can you maybe share this or is this going to be something that we negotiate to together afterwards?	There is a template that UNHCR uses, and we will share it upon contract award. We can discuss some elements, but others are not negotiable. Please review Annex E, the UNHCR General Terms and Conditions, those are the main elements that you need to know.
145			Have you got a rough idea of the split of your 20,000 user base of kind of typical traditional desk base versus mobile first line workers? And if you've got that granular split of volume and users you'd expect to be in low to no bandwidth areas?	We still have a few badly connected offices, but our aim is to get them up to a level where the Internet is acceptable, at least when in the office. 90% are well connected, and 5 to 10% have bad connections.

No	Ref Document	Section	Question	Answer
146			Do you have a set number of users who don't have a corporate account, maybe with intra or Active Directory that you need to communicate with?	This project is aimed predominantly at those that already have an unhr.org address and are managed in that way. So, for the Internet, you only have echoes of the Internet. If you have an unhcr.org e-mail address. External users do not have access unless they are auditors. That's a strict rule for consultants who work on an Intranet project, and need access.
147			How are we on board those external users at the moment and how many you think we have?	When a person joins UNHCR, they have to wait until they receive the unhcr.org e-mail; a very limited number of people have access to the Intranet from non-NHCR. Still, some communities need external users to have access.
148			How many users are actually a part of your identity provider for single sign on basis?	We have MFA enabled for whoever has a UNHCR address with a single sign-on. We do not allow plain user names and passwords. External users are on SharePoint, but we do have a regular clean-up, so people who have not logged in get deleted. Suppose you can provide kind of community spaces that can be hybrid shared between external and internal users. In that case, we are interested in hearing about that within the response.
149			What is the expectation in terms of the format of the mobile app should should we? Provide a native app or will this be like a responsive access to the to the main web application or what? What is your requirement regarding this?	We're not keen to bring new apps into the process. But if you offer an outstanding mobile experience that's only available through an app interface, please share it in your proposal.

No	Ref Document	Section	Question	Answer
150			Do you purchase and use a paper-used kind of license, e.g., SharePoint Premium?	If, there's a requirement and we agree on it, yes, it's fine. Please mention in the offer a potential Microsoft license implication for that one. That's all the cost incurred.
151			Some companies do have a commit with Microsoft transacting a special ARR about their marketplace. So we're available at this marketplace and can support you in having a clear number of ARR licences together with Microsoft. Normally, there's a benefit from your perspective at the end. How interesting could it be to transact via Azure Marketplace?	We cannot use a third party for something that has not been reviewed and endorsed by a board internally or is not through a contract. But since we will contract you, this will be reviewed.
152			How does driving personalization and employee engagement rank overall in this initiative? In other words by leveraging intelligent communication to deliver the right content to the right person at the right time on the right device by taking into account not only HCM employee attribute data but also behavioral data such as when, which channel and device the employee has shown that they consume content?	This is very important to us. We want to ensure that the data that we have, that the drives that personalization is accurate and there may be some work done to kind of clarify and get that sorted. However, the personalization of employee engagement is very high in terms of needs.
153			Regarding Chatbots. What kind of integration are you thinking of in some solution at this moment? Do you have a solution in place that we need to integrate, or is it a requirement?	We have currently enabled the Bing chat enterprise for everybody. Of course, it should be possible, but it doesn't matter which Intranet you use at the moment—Bing Chat—you can still talk to it. We have some other initiatives running, such as building chat boats to talk to your documents outside the world of M365 co-pilot. Our initiative is to have open AI Azure, the Azure Open AI as

No	Ref Document	Section	Question	Answer
				an endorsed API we can use internally. So, we have an Azure subscription where that API is accessible. If your Intranet solution supports talking and leveraging that API, please go ahead and include it.
154			RFP states target end date is 1/1/25. When is the project expected to start?	First, we have to finish the selection process, and that's the earliest we can start the project. If we have to move that date, then we will do. We'd like to try to build a solid MVP by that time. We're not going to make the project suffer on an unrealistic timeline.
155			Personas were mentioned earlier, is it possible to get access to those to understand roles?	UNHCR cannot share the list at this stage; it will be shared with the contractor upon contract award. UNHCR has a whole range of personas, and there's a bit of a breadth of different staff roles across the organization. UNHCR has a large number of people in HQ operations in Geneva and Copenhagen in well-connected environments, people working in the seven regional offices (e.g. protection specialists, education specialists, shelter specialists etc.), and people working in country operations often in compounds.
156			How does the tender process look like: are there different steps/phases and will some of the participants be shortlisted? Are presentations planned?	After the bid submissions, UNHCR will pre-screen them and check them against the pre-selection criteria. Then, the technical evaluation will happen, followed by the financial evaluation. Regarding the presentations, please refer to Section 2.5.2 of the Cover Letter.
157			Will you choose only one provider for this Framework agreement?	Yes, UNHCR intends to select one provider for this Frame Agreement. UNHCR may award a backup supplier a contract for supply security.

No	Ref Document	Section	Question	Answer
158	Annex A	Overall Requirements	<p>We would like to inform you that our company is currently in the process of obtaining ISO 27001 certification, which is expected to be completed within the next 30/60 days.</p> <p>Given the timeline for the awarding of the tender, we assure you that our company will be fully certified, reaffirming our commitment to the highest standards of information security.</p> <p>May we proceed with our application?</p>	Please refer to Question no. 12.
159		Contractual clarification	<p>Clarifications regarding the LTA and the ToR.</p> <p>Confirmation that this ToR is the first requirement within the LTA of Digital Workplace</p>	yes
160		Deadline clarification	<p>There is a discrepancy in the deadlines between the email and the ToR. In the email received it is said 03/05/2024 in the ToR it is specified 04/05/2024.</p>	Please refer to Question no. 75.
161		Maintenance Service	<p>What would be the proposed schedule and service coverage, including the designated timezone?</p>	24/7 all time zones, CET timezone preferred
162		Maintenance Service	<p>Which service modalities and levels would need to be encompassed? Would the proposal need to include L2 and L3 support, or would L1 support also be required? Can end users make requests?</p>	Level 2-3 support and product updates.
163		Maintenance Service	<p>Which means of communication will be utilized?</p> <p>Is the presence of guards or a 24x7 necessary?</p> <p>Full 24x7 service or on call?</p>	24/7 service

No	Ref Document	Section	Question	Answer
164		Maintenance Service (Tools)	Which tools are mandatory for use within the maintenance service (e.g., ticketing, monitoring, reporting)?	Service Now & Atlassian
165		Maintenance Service	Has a testing process and service quality indicators been defined?	Yes
166		Evaluation criteria	Could you please provide more details on the evaluation criteria, specifically how many points are allocated to each subsection?	Please refer to section 2.5.2 of the Cover Letter, which provides scores for the main criteria. We are not able to share granular details of scoring for the sub-criteria.
167	Annex B - Preselection criteria		Could you please guide us on how to answer this question? Is a statement affirming that we comply with this requirement sufficient, or are you expecting a different kind of response? Please clarify	Please refer to Annex A Section 1.6: "Documents and information to be provided to establish compliance with the criteria"
168	Annex B - Preselection criteria		For the preselection criteria, are you looking for direct answers within this section, or should we reference relevant sections of our proposal where these criteria are addressed? For example, to meet preselection criterion 1, we could refer to the section on company qualifications, and for criterion 2, to our proposed approach.	Please see answer to Question no. 167
169	Annex B -Company Qualifications		This section comprises three subsections, and additionally, three references. However, this last requirement does not have a specific subchapter. To adhere closely to your outlined structure, how should we include our references? For example, should we incorporate them under subsection 2 or as a separate annex?	Please see Question 4

No	Ref Document	Section	Question	Answer
170	Annex B -Company Qualifications		(1) Number of Clients: We are instructed to share our client list. Given our long-standing operation, compiling a complete list of all our clients would result in an extensive, potentially illegible document, raising confidentiality concerns. Would it be permissible to provide a curated list of our major clients from recent years, limiting the number to, for instance, 10 or 20 clients?	Your Technical Offer should be concisely presented. Please provide a list that you can share without any concerns. The main purpose of this requirement is to gauge the extent and quality of experience you have gathered by virtue of working with your clients.
171	Annex B -Company Qualifications		Our company possesses all the requested information (minimize our environmental impact, how we promote social responsibility, environmental management system, etc). Each topic corresponds to one or more documents, some of which span dozens of pages. Could you please indicate the expected length for this question? Furthermore, would it be acceptable to provide a one-page summary on how we address these topics and then reference the original, more detailed documents attached to this proposal? Guidance on how to proceed with this would be greatly appreciated.	Providing a one-page summary on how your company addresses these topics and then reference the original more detailed documents that are attached to the proposal is acceptable. We are expecting a concise yet complete response.
172	Annex B -Account management		Our understanding is that there may have been a clerical error in this section. To adhere strictly to your outlined structure, should we label this section as (8), as indicated in the shared document, or as (7), which we believe might be the correct numbering?	Please adhere to the structure and place the required information under the relevant section. The numbering under the sections has less importance.

No	Ref Document	Section	Question	Answer
173	Annex B		We recognize the significance of following your prescribed structure. However, may we transfer the precise information you've provided into one of our corporate templates, integrating our corporate colors, fonts, graphs, etc.? Utilizing one of our templates will aid us in crafting a more coherent technical document while always strictly adhering to your structure.	This is be acceptable, if you adhere to the prescribed sturcture of Annex B. Please note that the Technical Evaluation Committee will be reviewing and scoring offers and would expect to readily find the required information in places prescribed by the RFP documents.
174	Annex B -Company Qualifications		<p>In the Company Qualifications section of your Technical Proposal reply form document, you ask for the following.</p> <p>Please include three references (reference letter, email address, contact person, phone number)</p> <p>With regards to the reference letter, can you advise please what exactly this would specifically entail?</p>	The reference letter is an official letter from a client that your company had/has been in contractual relationship with. In addition to the email address, contact person, phone number it has to include the scope and the duration of the contract and the statement from your company`s satisfactory performance.
175	Annex C	Clarification	A citizen developer framework to enable the team to add custom JavaScript, create custom components and webparts and customize rendering of JSON and communicated with internal and external APIs --> What do you mean about this?	We expect that the new the solution has a framework for creating or customizing web components.
176	Annex C	Clarification	Content from disparate platforms brought together to deliver an enriching and relevant experience--> Which platforms and what type of contents?	UNHCR uses currently different platforms for internal engagement such as MS teams, Viva Engage, SharePoint or other M365 applications. In addition it will also use data sets from WorkDay, ERP and other applications. The Digital Workplace shall provide easy access to all platfoms based on

No	Ref Document	Section	Question	Answer
				M365 and ceratin datasets that are used for people search, locations, DSA.
177		Development practice	Do you have a preference for a development methodology: Agile, Waterfall, or something else?	Agile but we are open to other methodologies as long as it follows the project cycle
178		Development practice	For CI/CD, what kind of development tools can we use? Azure DevOps or something else? Do you have any constraints or preferences?	We are using Microsoft Azure DevOps
179		Feature	Do employees use Viva Engage? Would you like to use it?	Yes our workforce is using Viva Engage and we plan to use it in the future.
180		Feature	Is it possible to use PowerApps and PowerAutomate?	yes
181		Feature	Can we use premium connectors for PowerApps and/or Power Automate?	yes
182		Feature	Can we use PowerBI for data analytics?	yes
183		Feature	Do you have any existing solutions for sending SMS notifications, or do we need to source one?	not at this point in time
184		Feature	Is it possible to use MS Copilot Studio? Do you have a Copilot Studio license?	Technically it is possible. Right now it is only run as a proof of concept. If this is proposed as a part of the solution the cost implication related to the Microsoft license has to be mentioned.
185		Feature	Is it possible to use Power Virtual Agents?	See MS Copilot Studio (question 184)
186		Feature	Rich set of FAQs (frequently asked questions) and Help features, optionally driven by AI (Artificial	We will provide the FAQs with regard to content, about the technology it should be done by the provider.

No	Ref Document	Section	Question	Answer
			Intelligence) Chatbots --> Do you already have FAQs, or do we need to create them for you?	
187		Integration	Are there any integrations with external apps or services? Could we have a specific list of these services?	The DW will use mainly internal applications. Unfortunately, we cannot provide a list.
188		Integration	Are there any integrations with external DBs?	DSA (Daily subsistence allowance) and UN exchange rates (https://icsc.un.org/Home/DailySubsistence)
189		Integration	From which business systems does user information originate, and how can we establish a connection to those systems? Will a direct connection be established between Azure AD and those systems, or will we need to use external APIs or perform synchronization?	The DW should be the main platform where information is created. Some data sets will be used from WorkDay, ERP and external applications such as DSA (Daily Substance allowance) and UN exchange rates
190		Permission and access	What kind of permissions will we need to implement all our solutions?	M365
191		Permission and access	Do we need to prepare scripts that will only be run by the UNCHR admins, or will we have all the necessary permissions?	UNCHR provides User account with and E3 License attached. Addition roles will need to be requested and approved. (global admin is not an option in production) In development or testing site it might be different.
192		Permission and access	Do you use only MS authentication, or do you use another type of login?	M365 authentication
193		Permission and access	Permissions: Will the permissions be for O365 groups or SharePoint groups? Are there any constraints?	M365, no constraints
194		Security	For custom development, are there any security policies we need to follow? Does our code need	yes, there is a security review process where the security requirements will be reviewed before the development starts

No	Ref Document	Section	Question	Answer
			to meet a certain quality criterion? Will it be reviewed?	
195		Security	“Will some documents need to be protected or encrypted? Will there be documents containing sensitive data that need to be made accessible to a specific audience of users	No, the Digital Workplace is for internal audiences only but all the information should be accessible via permission management
196		Technical	Which framework technology do you prefer for Custom Web Parts? (es react/angular/vanilla js)	Currently in use and preferred: SPfx and React.
197		Technical	Can we use all Azure services? or are there some constraints?	Azure resources can be used. The constraint is that they need to be in UNHCR's Azure tenant. (estimated resource consumption should be listed)
198		Technical	Do you have any constraints or preferences at the architectural level, such as using APIs in the cloud, or on internal servers?	3rd party cloud APIs will require legal review to ensure UN requirements are met. API of SaaS solution providers that have already been endorsed by UNCHR could be used but need security and data protection review
199		Technical	What kind of DB solution would you like to use?	This depends on the solution. NoSQL and RDBMS are both used within UNCHR.
200	Annex C	Technical	An approach or tools for onboarding and managing external users: Tools for end user, or admin user?	Require further information on what is asked.
201		Technical	Does the mobile app need to be published to the Android and iOS stores?	No. the delivery of a mobile app would not be mandatory requirement if the solution is optimised for web via a mobile browser.
202		Generic	What M365 licenses are being used in the organization like E3/E5? Please provide the	M365 E3: all workforce Power Platform features M365 enabled

No	Ref Document	Section	Question	Answer
			details about M365 subscriptions along with the numbers.	
203		Generic	Global Content - Are we supposed to show content from external systems? If yes, please provide the technical specifications of the external systems.	No. The Digital Workplace will only show information that is mainly created within the Digital Workplace and will use data and information only from internal platforms, such as Viva Engage, Ms teams, SharePoint , Workday or ERP.
204		Generic	Please elaborate the challenges/ pain points in existing Intranet portal?	The main challenges is to provide easy access to information that sits outside of the intranet and the intranet search itself.
205		Generic	What are the different business functions or entities using the digital workspace platform? Please provide more details.	The business function sits with th team that oversees the editorial oversight and information architecture of the digital workplace. The team guides authors to publish content but oversees quality, design and architecture. The content is published decentralized with alignment of the business team. The Digital Worplace is used by everyone at UNHCR for accessing relevant information.
206	Annex A - ToR_Digital Workplace	2.2 Content Management	Currently the organisational Intranet has a plethora of content, communications, and functionality - Do we have any requirement to migrate any existing content or can we assume authors will republish content based on new struture/ repositories once DW goes live? If yes, please provide the volume of content and documents.	The content migration will be done by UNHCR.
207	Annex A - ToR_Digital Workplace	2.3 Search Management	We understand that there will be keyword or metadata search and content search in scope. - Any intelligent search from content expected or only meta data based search? - Will OCR search be required on the document	The search should be a mix of metadata and AI. Search within any assets (mainly documents) is expected. For videos, it is not mandatory, but it would be nice to have.

No	Ref Document	Section	Question	Answer
			content? - Are you looking for any content search within video?	
208	Annex A - ToR_Digital Workplace	2.5 Audience/Profile Management	We understand that content personalization scope is limited to user role or function or entity. Please confirm.	Yes
209	Annex A - ToR_Digital Workplace	2.6 Channel Management	Delivering tailored messaging across a variety of channels is a challenge - What are variety of channels that we are looking at?	M365 platforms such as Viva Engage, SharePoint or MS teams but also mobile phones and digital signage in case of crises or emergency
210	Annex A - ToR_Digital Workplace	2.1 Enhanced User Experiences	Are we currently utilizing Teams/ Groups/ Channels to communicate to staff across offices and remote locations?	With a community (members) and networks. It is not used for communication to all colleagues.
211		Generic	What are different user roles that we have in current system?	Administrators, application owners, authors, reader
212	Annex A - ToR_Digital Workplace	2.5 Audience/Profile Management	Often UNHCR collaborates with external partners or staff that are being onboarded and digital spaces / extranet areas are required for co-collaboration and discussion. The solution should allow external users (auditors, community members, consultants) to be added to some digital spaces. How external users collaborate in existing Intranet portal? What are the different types of external users collaborating in existing Intranet portal? Does your M365 policies allow sharing/ collaboration with external users?	External users generally do not have access to the intranet, only a few auditors within the UN. External user will not have access to the Digital Workplace and its content unless they are members of digital communities. Within their community they will have access to the assets that are shared in the community only. If the assets sits outside of the community in another internal platform, or permission layer, the external users will not have access to it. However, we may provide a page or section in the Digital Workplace for onboarding so that new colleagues can access information while the profile is set up. In this case, colleagues may use an external email until the UNHCR email is provided.

No	Ref Document	Section	Question	Answer
			<p>What is the approximate number of external users?</p> <p>Can the external users be provided with M365 licenses?</p>	
213	Annex A - ToR_Digital Workplace	2.6 Channel Management	<p>One component could be a pared down low bandwidth mobile solution that takes advantage of offline capabilities. This could be dually leveraged for crisis situations as colleagues will often have their mobile devices but not full computing access.</p> <p>Are we looking to develop native mobile app? What are components/ functionalities that we are looking for, to be available for offline access?</p>	<p>We are open to any solutions. However, the delivery of a mobile app would not be mandatory requirement if the solution is optimised for web via a mobile browser. In a crisis mode, documents that are needed and messaging of communication should be available. the business team and the regional team should be able to select what content and features are available.</p>
214	Annex A - ToR_Digital Workplace	2.7 Integration Management	<p>Integration Management - We understand that the integration scope mentioned as Oracle, Salesforce, ServiceNow and Workday will be simple redirection. Please confirm.</p>	<p>In some cases it will be redirection, in other cases we need data sets such as work day data for people search.</p>
215	Annex A - ToR_Digital Workplace	2.8 Analytics	<p>Analytics - We understand that the analytics scope is limited to end user interactions in DW and the content author interactions will not be audited.</p>	<p>The content and author interaction should also be monitored.</p>
216		Generic	<p>Will there be any chatbot implementation or embedding in scope of the engagement? If yes, please provide the details.</p>	<p>A chatbot will be used for the search or questions about the Digital Workplace which makes it part of the engagement.</p>

No	Ref Document	Section	Question	Answer
217	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	By "360-degree view of a user's profile", are you looking to record all user interactions in DW platform?	Yes
218	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	We understand that the navigation hierarchy will be limited to maximum 2 levels. Please confirm.	No, it might be more levels.
219	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	Please help us to understand how will the disparate platforms be integrated with DW platform.	The current intranet will be moved to an M365 environment which makes it easier to integrate with existing digital communities on MS teams, Viva Engage or other SharePoint sites. The applications will be part of the information architecture.
220	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	Please elaborate "subscribing" sites, pages, people, topics.	Social media functionalities such as "liking" a page, a comment or "follow" people and pages.
221	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	What are the languages to be supported in the DW platform?	English, French, Spanish and Arabic are mandatory. Russian and Chinese would be a nice add on.
222	Annex C - Requirements Matrix	1.1 Enhanced User Experiences	Please elaborate the requirement of social sharing as we understand that DW platform will be accessible within your organization only.	Sharing a page or a comment with the community or with other colleagues via chat or email.
223		Integration with Existing Systems:	Can you provide more details on how the new digital workplace solution should integrate with UNHCR's existing systems, particularly regarding data migration and interoperability with current workflows?	We use data sets from HR systems for the people search. Other data sets for locations and maps. The current workflows should be at least implemented if not improved.

No	Ref Document	Section	Question	Answer
224		Customization Capabilities:	What level of customization do you envision for the local engagement hubs for regions and country offices, and are there any specific governance models or content management systems that UNHCR prefers?	Templates, components and features are centrally managed by the business team and IT only. Layouts within templates can be customized by authors.
225		AI and Personalization Features:	Could you elaborate on the expectations for AI-driven content navigation and search features, and how these should align with UNHCR's vision for personalized user experiences?	Any user should have easy access to information. AI should assist with search based on user data, usage, metadata and taxonomy that works like a thesauris.
226		User Adoption and Training:	What strategies or support does UNHCR have in place for change management, user adoption and training, and how can the service provider align with these to ensure a smooth transition to the new digital workplace?	We have a change management team in place that will liaise and work with the service provider ensuring a smooth communication between project and users.
227		Performance Metrics and Evaluation:	Could you specify the performance metrics and evaluation criteria that will be used to assess the effectiveness and impact of the new digital workplace solution?	This depends on the analytics that will come with the system. We currently using Google analytics and Microsoft analytics running weekly reports.
228	Annex A - ToR_Digital Workplace	1.2 Statement of Purpose	Could you share the gap analysis or the areas identifies where additional functionalities may be needed?	UNHCR won't be sharing that. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.

No	Ref Document	Section	Question	Answer
229	Annex A - ToR_Digital Workplace	1.4 Current status	Could you share the outcomes of this detailed review?	UNHCR won't be sharing that. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
230	Annex A - ToR_Digital Workplace	1.6 Pre-selection criteria	Can you confirm India is included in this criteria. As it is UTC + 5:30	Yes
231	Annex A - ToR_Digital Workplace	2.2 Content Management	Shall the content management be available and optimised for mobile devices (edit, publish and review)?	No
232		As is situation	What Microsoft capabilities / tools have you already deployed ?	M365
233		Customization Capabilities:	Are any requirements considered to have a higher level of importance over others?	Search management (AI and metadata), Engagement, Personalization and audience targeting
234	Annex A - ToR_Digital Workplace	8.1 Financial Evaluation	In the ToR under financial estimation, UNHCR mentions a realistic figure of users has been chosen to support the financial proposal. This figure is not indicated - what is it?	We cannot share the information.
235	Annex A - ToR_Digital Workplace	2.10 Accessibility	What do the accessibility requirements apply to - only new systems introduced, existing systems (M365), everything?	New system

No	Ref Document	Section	Question	Answer
236	Experience	Content from disparate platforms brought together to deliver an enriching and relevant experience	What are these platforms? What kind of content do they host? Do we need to migrate some/all of that content?	UNHCR uses currently different platforms for internal engagement such as MS teams, Viva Engage, SharePoint or other M365 applications. In addition it will also use data sets from WorkDay, ERP and other applications. The Digital Workplace shall provide easy access to all platforms based on M365 and certain datasets that are used for people search, locations, DSA.
237	Experience		<p>Rich personalization to ensure a relevant experience for each user/group based on role, location, department, and personal situation (new start, personnel matters, etc)</p> <p>Personalize the app bar based on audiences. This is an admin function. So, for HR users, they would have certain Workday links/functions while Finance users may have Oracle pathways.</p> <p>Are you expecting a custom layer on top of M365?</p>	Yes but we are open to any solution
238	Technology		What licensing level of access do you pay for across M365?	M365
239	Technology		What none M365 tools, other than Workday, are you expecting the intranet to integrate with?	Maps and locations from other applications (ERP)
240	Technology		What licensing level of access do you pay for Azure?	Globally every UNHCR staff has M365 E3 license.
241	Personalised content	Updateable profile, skills, etc	What elements do you expect in a profile to allow for updates to the profile, skills, etc?	Name, Job Profile, Interests, Languages, Location, Phone number, Email, Organigram

No	Ref Document	Section	Question	Answer
242	Personalised content	Updateable profile, skills, etc	What version of Workday are you using?	Workday is up to date with the latest version. As a SaaS solution the updates are pushed when available.
243	Personalised content	Consume content across different channels: M365 including Teams, SharePoint, Yammer, Mobile Devices, Meeting room and public screens, messaging support	Can you clarify what it's meant by "consuming content"?	Access (read, share)
244	Multilingual	Wide array of languages for users to select from for the various UI elements (Navigation, Webparts, etc) as well as the CMS authoring workflow	What do you mean by array of languages for UI elements? Is this read and write in multi-language? Do you need localised authoring environment to create pages?	Yes
245	Social	Microblogging	What do you define as 'Microblogging'?	A combination of instant messaging and content production. With a microblog, you share short messages with an online audience to improve engagement.
246	Branded App	A brandable mobile app to deliver a tailored and reduced set of content and communications to specific groups	Clarify if they are asking about permissions or compatibility to an existing solution?	This feature does not exist yet

No	Ref Document	Section	Question	Answer
247	Content managment	Image and photo galleries. Spaces for various functions that are engaging and easy to set up and when required safe.	Can you clarify what's meant by "engaging" and "when required safe"?	Having the ability also to use social media features anonymously e.g in a safe space
248	Content managment	Automation for images, videos, text including for screen readers, alternative text etc	Clarify what you mean about automation for images, videos, text including screen readers?	Accessibility features, such as alt tag, translations, screen reader, etc.
249	Data & AI		When it comes to data protection and security, would EU GDPR be the baseline framework to consider? Are there other legislations that could impact this work?	As subsidiary organ of UN General Assembly, UNHCR is not subject to national legislative provisions. Processing of Personal data by UNHCR is governed by the UNHCR General Policy on Personal Data Protection and Privacy Data protection UNHCR . https://www.unhcr.org/what-we-do/reports-and-publications/data-and-statistics/data-protection
250	Data & AI		How do you collect data?	This information cannot be shared and is confidential.
251	Data & AI		What kind of data on UNHCR staff/users do you have in the as-is state? (This helps with understanding how to deliver customised content)	This information cannot be shared and is confidential.
252	Data & AI		Does data exist on UNHCR staff/users content consumption and preferences? (This helps with understanding how to deliver customised content)	This information cannot be shared and is confidential.

No	Ref Document	Section	Question	Answer
253	Data & AI		What is the governance and security of the data?	The data on the intranet is classified as Confidential
254	Data & AI		Where is users' data currently stored?	This information cannot be shared and is confidential.
255	Data & AI		What data sets do you have?	This information cannot be shared and is confidential.
256	Documents		Can you share the review created which details the needs & advantages/disadvantages of each platform?	Yes, we are currently in process of a content inventory of intranet and digital communities.
257	Documents		Can we get access to the gap analysis for M365?	UNHCR cannot share the information. We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
258	Documents		Gap analysis - What are extra needs have you discovered on top of M365?	UNHCR cannot share the informationt We can confirm that some of the things we've struggled with were the experience of communication, the branding, the way the pages are laid out, the navigation across multiple sites, and how we do that in a kind of really effective way and other kind of engagement mechanism. Our core objective is how do we engage the workforce, inspire the workforce, and get them talking together without talking at them.
259	Audience		What audiences do you already have defined?	All workforce in the various regions.
260	Audience		Do you have a baseline on content that applies to audiences yet?	Yes, we are currently in process of a content inventory of intranet and digital communities

No	Ref Document	Section	Question	Answer
261	Platform		Is there openness to customising and integrating an existing DW solution based on MS365, like Advania or Arvato?	We are open to any solution that meets the requirements and complements SharePoint technologies
262	Terminology		What are the 'communities of practice'?	Digital communities that colleagues have on SharePoint and Viva Engage
263	Terminology		Can you clarify what is included in 'shared interest'?	A digital community can be created based on shared interest, e.g in policies for protection, living in Geneva etc
264	Terminology		What do you mean by 'collaboration'?	Colleagues collaborate on documents, web pages but also chat and have exchanges on digital communities (SharePoint and Viva Engage)
265	Experience		Due to the difference in levels of connectivity globally, do we need to consider for offline usage?	Yes, in cases of emergencies or crisis mode. This is a desirable feature
266	Experience		Future proofing - how much do you want to preserve 'out of the box' functionality?	Preserve as much as OOTB as possible
267	Experience		What is the breadth of devices required to be designed for. Should we be considering this to be mobile first?	Web based first. The Digital Workplace should be accessible for all devices. Colleagues are using PCs, laptops, Mobile phones and tablets. There should be no difference in features. The current solution is accessible through the website. No app but we are open to new solutions. We are open to any solutions. However, the delivery of a mobile app would not be mandatory requirement if the solution is optimised for web via a mobile browser.
268	Experience		Please give us an example of device and internet connectivity in an 'extreme' scenario?	The worst case scenario is no connectivity.

No	Ref Document	Section	Question	Answer
269	Content managment	Image and photo galleries. Spaces for various functions that are engaging and easy to set up and when required safe.	Can you clarify what's meant by "engaging" and "when required safe"?	Social media functions like "like" follow" "comment" on pages, post or users
270	Content managment	Automation for images, videos, text including for screen readers, alternative text etc	Clarify what you mean about automation for images, videos, text including screen readers?	Accessibility features, such as alt tag, translations, screen reader, etc.
271	Content managment		Are there any compliance and information management needs we need to be aware of when it comes to your document management practice?	Document management is currently based on taxonomy and metadata. Only relevant and actual information is hosted in the intranet. There is no archiving process.
272	Content managment		Is there a team (and if so, what is their makeup) that is currently responsible for some of the Intranet operations? (e.g Information architecture, template creation, content approvals. etc)	The intranet is managed by a team that oversees the editorial process and information architecture. The team sits in the Communications department. The technical support is coordinated with IT.
273	Content managment		Have you done (or will you be doing) a content inventory?	Yes, we are currently in process of a content inventory of intranet and digital communities.
274	Content managment		Do you have any other "Intranet-like" content that is not currently stored on Sharepoint that you'd like to have on MS365?	Yes, we do have several digital communities on SharePoint that share content that will be integrated with the future intranet
275	Content managment		Are you planning on reviewing/updating content ahead of the move to the new platform?	yes, we are currently in process of a content inventory of intranet and digital communities

No	Ref Document	Section	Question	Answer
276			Will the global project be led by UNHCR Switzerland for the whole world?	The project is lead by the Digital Service of UNHCR for the whole workforce. The members of the service are in different locations.
277			Is it possible to divide the Digital Workplace project in 2 parts : UNHCR DW Intranet Part 1: UNHCR Digital Workplace foundation ==> Build the first perimeter including priority use cases for the global corporate portal (go-live 01/01/2025) UNHCR DW Intranet Part 2: Finalize the deployment of the UNHCR digital Workplace from standard site templates to the full perimeter (go-live July 2025)	We are open to all solutions.
278			Do you have a unique Microsoft 365 tenant for all the World ?	yes
279			Do you have already expected branding for the new DW Intranet based on Powell / SharePoint ?	Yes, we have UNHCR branding guidelines.
280			Do you want to maintain the structure of the current internet build with Adobe Experience Manager? If so, is it possible to share it with us (number of spaces, number of pages, navigation, etc.)?	No it will be a new information architecture but the current volumetric data is Volumetric data of the current intranet: Pages: 9942 Images: 13650 Videos: 1374 Files: 25675 Other: 5401 (emf)

No	Ref Document	Section	Question	Answer
281			Can you give us the size of Adobe Experience Manager content?	current volumetric data is Volumetric data of the current intranet: Pages: 9942 Images: 13650 Videos: 1374 Files: 25675 Other: 5401 (emf)
282			Based on the implementation and migration approach from Adobe Experience Manager to SharePoint Online, do you confirm that your teams will be responsible for executing the migration? We plan to advise you on the most suitable data recovery process as well as the tools that will facilitate this task.	UNHCR will be responsible for the migration
283			When the content migration from Adobe Experience Manager to SharePoint Online needs to be done (before or after Go-live 01/01/2025) ?	Before Go-Live but it will be prepared by UNHCR
284			Depending on your SMS notification needs, do you consider that mobile app notification might be sufficient ? You should be aware that SMS notification will involves additional charges.	It should be mainly notifications that are web based. No sms.
285			Can you give us the agenda (validation process) for choosing the DW company winner ?	We cannot share the details
286			Can you give us the global budget for the project (part 1 and part 2) and the 20000 Powell Intranet licenses ?	We cannot share the details
287			M365: How many tenants are currently in use?	One Tenant

No	Ref Document	Section	Question	Answer
288			M365: Do all users have M365 licences?	M365 E3: all workforce
289		General	What proportion of users are non-wired/deskless/frontline?	10 % - 15%
290		Requirements Matrix Row 40	Which languages are required?	English, French, Spanish and Arabic are mandatory. Russian and Chinese would be a nice add on.
291		Requirements Matrix Row 77	Can you provide more clarity on what is meant by 'Configurable free text search box' please? Which aspects need to be configurable?	Allowing user to enter free text and the system to identify like a Thesaurus
292		Requirements Matrix Rows 91 and 92	What Digital Signage solution is currently in operation?	Magic Info
293		Requirements Matrix Rows 91 and 92	Approximately how many Digital Signage screens are in use?	3 but we plan to have more
294		Requirements Matrix Row 99	Can you estimate how many extranets will be needed and how many non-UNHCR users you would expect to provide access to?	We don't this yet
295			What is the size and geographical distribution of the end users who will be using this platform?	20.000 users in 7 regions, 135 countries
296			Given that the project requires full implementation by January 1, 2025, by UNHCR, what is the expected project start date?	First, we have to finish the selection process, and that's the earliest we can start the project. If we have to move that date, then we will do. We'd like to try to build a solid MVP by that time. We're not going to make the project suffer on an unrealistic

No	Ref Document	Section	Question	Answer
297			When developing custom components such as web parts to meet functional requirements, is UNHCR willing to provide the necessary application permissions for these components to function correctly on M365? This question is raised as in many client scenarios, due to security considerations, the execution of web parts with JavaScript execution permissions is not allowed.	Using WebPart in Sharepoint should run in the context of the login user. Like when using SPfx. When a user adds an SPFx web part to a page, it executes with the same permissions as the user viewing the page. If web part needs to access external resources (such as APIs or other services), it must request user consent.
298			Would you like to know if the Oracle ERP is in SaaS mode or if it's an On-Premises implementation? If it's not SaaS, does the Oracle system have the SAML 2 federation modules enabled?	Oracle ERP is fully in the Cloud.
299			Are the capabilities of Microsoft Forms sufficient for the type of surveys and forms expected to be built on the Intranet?	We are open to the solutions.
300			Is it feasible for UNHCR for us to propose the use of PowerPlatform tools, as a part of the M365 ecosystem?	We are open to any solutions.
301			Does UNHCR have the availability to use Azure services in this cloud?	as long as they are in our tenant, yes
302			Does UNHCR have any cross-platform Digital Asset Manager (DAM) to integrate with the intranet? If they don't have one, what scope would they like to have with the DAM?	No but we would like to build one within the Digital Workplace project that covers the Digital Workplace (intranet & digital communities)
303			Do you have any system or platform for sending notifications via email or SMS?	Yes, we send sms - M365 should be the system

No	Ref Document	Section	Question	Answer
304			For how long and under what criteria should we offer the required post-implementation support?	24 months
305			In the social features, when referring to Instant Messaging, is the goal to have a chat among the users of the intranet? Or what is the objective of this requirement?	Social features like "Like" Following" , "Commenting" on pages, posts and users
306			Regarding the requirement for multilanguage support on the platform, we would like to know how many languages we should include in the base implementation of the Intranet and whether we should translate the content or if UNHCR is responsible for delivering the content in the corresponding languages?	UNHCR will be responsible for translation but the system should be at least able to display letters in English, French, Spanish and Arabic.
307			Regarding the social features, when referring to Instant Messaging, are we aiming to have a chat among the users of the intranet? Or what is the objective of this requirement? We ask because we know that Microsoft Teams is available, and this tool already has this functionality. However, the requirement might have a different focus.	Social features like "Like" Following" , "Commenting" on pages, posts and users
308			In Annex C, the performance expectation is specified as follows: "Page response times taken from AEM, M365, and the solution will be considered as a basis for comparison." Does this refer to comparing an active implementation of the intranet in Adobe Experience Manager with the Intranet being developed?	Yes

No	Ref Document	Section	Question	Answer
309			In the supported channels, "Screens in public spaces/Screens in Meeting Rooms" are mentioned. Does this mean you want to display specific content from the intranet on these channels? Do you have a management and publishing system for these screens (for example, LG SuperSign)?	Yes, we use Digital Signage in a few regions but want to extend the accessibility to more regions to display important messages or notifications.
310			What is the expectation regarding 'Control over customizations' within the 'Customization' feature outlined in Annex C?	Ability to hold and enable/disable new features for testing and change management
311			<p>The general requirements state that:</p> <ul style="list-style-type: none"> • The software application should meet, contextual to the use case, UNHCR information security standards (based on ISO 27000 series standards), and • The software application should be able to be fully integrated with UNHCR's M365 environment and complement the Microsoft Product roadmap. In addition, the chapter on information security states that • The vendor should be ISO 27001 certified and should have an Information Security Management System in place for security incident monitoring, response, patch, and related processes. The hosting and support contract commits the supplier to conduct periodic SSAE18 SOC 2 Type II or ISAE 3000/3402 Type II assessments. Supplier provides UNHCR access to such reports annually. 	Please refer to Question no. 12.

No	Ref Document	Section	Question	Answer
			Can we understand that this ISO 27001 certification requirement refers to the manufacturer of the software (Microsoft) on which the solution will be developed and integrated?	
312	Requirement Matrix - C12	Content from disparate platforms brought together to deliver an enriching and relevant experience	Which platforms? Does this disparate platforms content needs to be searchable? What kind of integration will be required?	UNHCR uses currently different platforms for internal engagement such as MS teams, Viva Engage, SharePoint or other M365 applications. In addition it will also use data sets from WorkDay, ERP and other applications. The Digital Workplace shall provide easy access to all platforms based on M365 and certain datasets that are used for people search, locations, DSA.
313	Requirement Matrix - C15	Experience the digital workplace from SharePoint, Teams, and mobile devices	For mobile application is it teams a valid solution?	We are open to any solution. the delivery of a mobile app would not be mandatory requirement if the solution is optimised for web via a mobile browser.
314	Requirement Matrix - C22	Updateable profile, skills, etc	We assume that the updatable information will be updated by user and won't be synched with any other software. Is that correct?	Some information will come from WorkDay, (Name, Job title, Location) others will be free
315	Requirement Matrix - C31	Ability to interact with other users regardless of memberships.	What kind of membership are you referring to?	Membership in teams or communities.
316	Requirement Matrix - C32	Follow functionality at individual level.	Do you mean to follow tags, people, content at user level?	yes

No	Ref Document	Section	Question	Answer
317	Requirement Matrix - C69	Ability to create Chatbots for different areas and build the required behaviour trees and other backend models	In which channels are you expecting those bots would be accesible?	Different engagement platform such as Viva Engage, SharePoint, MS teams but also in different sections of the corporate layer. I bot would be available just for one section within the intranet because of the variety and amount of content
318	Requirement Matrix - C73	Image and photo galleries. Spaces for various functions that are engaging and easy to set up and when required safe.	What do you mean by functions that are engaging and easy to set up?	Follow, like, comment- social media functions
319	Requirement Matrix - C77	Configurable free text search box	What type of configuration is necessary for the search box?	Users placing some free text into a form and later the system allows users to search for records that includes one or more words within a free text field.
320	Requirement Matrix - C93	Ability to see if alerts are read	What type of alerts?	Crisis communication, messages from management, announcements.
321	Requirement Matrix - C115	External user access controls and monitoring	Which kind of external users and which actions are we expecting to allow them to perform?	Readers only. External users have mainly access to communities.
322	Requirement Matrix - C117	Search health/optimization capability	Could you ellaborate what you mean by search health/optimization capability	Enhancing and improving the quality and quantity of the search.
323	Requirement Matrix - C102	BPT Suite (Salesforce, Workday, Oracle, Compass)	Can you provide further details about integration with specific modules from Salesforce, Workday, Oracle, Compass. Which part of Salesforce needs	UNHCR uses currently different platforms for internal engagement such as MS teams, Viva Engage, SharePoint or other M365 applications. In addition it will also use data sets from WorkDay, ERP and other applications. The Digital Workplace shall provide easy access to all platforms based on

No	Ref Document	Section	Question	Answer
			to be integrated, what type of data needs to be shown to users, etc.?	M365 and certain datasets that are used for people search, locations, DSA.
324	Requirement Matrix - C103	ServiceNow	Can you provide further details about integration with ServiceNow? What modules from ServiceNow we need to query?	No integration with Service Now is currently planned.
325	Requirement Matrix - F column values		What type of data you expect to get on this column? Yes/No value or maybe detailed value example: Own product + M365 + custom development	We would expect a "yes" or "no" but also more details.