

**Clarifications to questions received by 15 June 2026****Question**

Please provide detailed ticket statistics for the last 12 months, including:

- monthly ticket volumes,
- ticket categorization (Incident, Service Request, Change, Problem),
- ticket distribution by technology area (M365, AD/Entra, Citrix, Exchange, SCCM/Intune, SQL, Windows Server, Security, Other),
- priority distribution (P1-P4).

**Response**

The Centre is unable to provide detailed ticket statistics, categorizations, technology-based distributions, or priority breakdowns at this time. Bidders should treat any ticket, incident, change, or operational information provided in the RFP and Annexes as indicative examples of historical activity rather than a guaranteed or representative future workload. Ticket volumes, priorities, categories, and technology areas may vary significantly over time depending on operational requirements, business priorities, technology initiatives, lifecycle activities, incidents, security events, and improvement programs.

Bidders should therefore base their proposals on realistic workloads associated with such scope, service requirements, service levels, and information provided in the RFP and its Annexes.

**Question**

For the systems marked in Annex 4 as "Application Management by 3rd Party", please clarify the exact responsibilities of the Contractor versus the application vendor and ITCILO, including:

- OS administration,
- troubleshooting,
- service restoration,
- upgrades,
- vendor coordination,
- database support.

**Response**

For systems identified as "Application Management by 3rd Party", the respective application vendor remains responsible for the administration, support, maintenance, configuration, upgrades, and troubleshooting of the application and any vendor-managed components.

The Contractor is responsible for the administration, maintenance, monitoring, patching, security, and operational support of the underlying Windows Server operating system and Microsoft infrastructure components within the scope of this RFP.

Where service issues arise, the Contractor will be expected to perform reasonable troubleshooting of the underlying infrastructure and operating system components and, where necessary, coordinate with the application vendor and the Centre to facilitate diagnosis and service restoration. Responsibility for application-level defects, application upgrades, application configuration, and vendor-specific database components remains with the respective vendor unless otherwise agreed. The Contractor is expected to collaborate

effectively with third-party vendors where infrastructure dependencies affect service availability, performance, security, or incident resolution.

### Question

Please provide:

- number of active Citrix users,
- number of published applications,
- Who is making the application requests, by whom, and from where will the Citrix/packaging team take the source files?
- Do you have a secondary site available for backup and DRP?
- Can you share the means of communication with the network team, in case the core team needs to reach out for network-related support?
- number of virtual desktops,
- average concurrent sessions,
- major Citrix changes have been performed during the last 12 months.

### Response

**Number of active Citrix users:** 300 users.

**Number of published applications:** Up to 10.

**Who requests applications and where are source files obtained:** Application requests originate from the Centre based on business requirements.

**Secondary site for backup and disaster recovery:** Business continuity, disaster recovery, backup, and infrastructure resilience is managed internally. The successful contractor recommends industry best practices to the Centre.

**Communication with the network team:** The Centre will provide the successful Contractor with the appropriate operational contacts, escalation paths, and communication channels required to engage internal teams and service providers.

**Number of virtual desktops:** As this is a managed services engagement, the successful Contractor is expected to assess the environment and determine the most appropriate Citrix architecture, capacity, and resource requirements necessary to meet the Centre's operational, performance, availability, and security requirements.

**Average concurrent sessions:** The environment should be capable of supporting peak business requirements when needed (300 users).

**Major Citrix changes during the last 12 months:** The Centre does not provide detailed historical change records beyond the information included in the RFP and its annexes. Relevant operational information will be reviewed with the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

### Question

Please provide current Microsoft 365 tenant statistics, including:

- number of licensed users,
- license types (E3, E5, F3, Business Premium, etc.),
- number of mailboxes,
- number of Teams,
- number of SharePoint sites,
- number of OneDrive users.

### Response

The Centre currently has 300 licensed Microsoft 365 users, all assigned Microsoft 365 A5 licences. Approximately 300 user mailboxes are hosted on the Centre's on-premises Exchange environment. There are additional approximately 200 more shared mailbox and calendar resources in the environment.

There is currently no production mailboxes hosted in Exchange Online.

Detailed information regarding Microsoft Teams, SharePoint Online sites, OneDrive usage, and other Microsoft 365 workload statistics will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

### Question

Please provide the current state of privileged access management, including:

- number of Global Administrators,
- use of Privileged Identity Management (PIM),
- use of Just-In-Time access,
- number of privileged AD accounts,
- number of shared administrative accounts.
- What tool is used for IAM, and who will be responsible for managing it?

### Response

The Centre is actively strengthening its privileged access management model based on Role-Based Access Control (RBAC), the principle of least privilege, Microsoft Entra PIM, and Just-In-Time (JIT) access.

The Contractor will be granted the privileges required to perform the contracted services. Global Administrator access, where required, shall be granted to a very limited number of authorized Contractor personnel using JIT. The Contractor shall be responsible for proposing and maintaining an appropriate RBAC model for its personnel and requesting the minimum permissions necessary for defined periods. Shared administrative accounts are prohibited.

The Contractor shall also be responsible for tracking privileged access assigned to its personnel and notifying the Centre when such access is no longer required.

The Centre uses Active Directory Domain Services (AD DS) and Microsoft Entra ID as its core identity and access management platforms. Detailed information regarding the number of privileged accounts and role assignments will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

### Question

Please describe the current documentation available for the environment, including:

- architecture diagrams,
- operational procedures,
- asset inventory,
- RBAC documentation,
- recovery procedures,
- configuration baselines.

### Response

The availability, completeness, and currency of documentation will be assessed and validated during the Transition, Discovery, Governance & Security Baseline Phase.

Where documentation exists, it will be made available to the successful Contractor. This may include architecture diagrams, operational procedures, asset inventories, RBAC documentation, recovery procedures, configuration baselines, and other relevant technical and operational records.

Where documentation is incomplete, outdated, or unavailable, the successful Contractor will be expected to work with the Centre and the incumbent provider during the transition period to review, validate, update, and where necessary create the required documentation as part of establishing the agreed operational baseline.

### **Question**

Please provide the historical and expected annual volume of:

- new SaaS integrations,
- SAML integrations,
- OIDC integrations,
- SCIM integrations,
- Conditional Access onboarding activities.

### **Response**

The Centre is unable to provide historical statistics or forecasts for new SaaS integrations, SAML integrations, OIDC integrations, SCIM integrations, or Conditional Access onboarding activities at this time.

The volume of such activities is driven by business requirements, security initiatives, application lifecycle decisions, vendor capabilities, and technology evolution, and may vary significantly over the duration of the contract.

Bidders should therefore base their proposals on the scope and service requirements defined in the RFP. Any significant increase in demand, expansion of scope, or major integration initiatives shall be addressed through the applicable governance, change management, and contract review processes.

### **Question**

Please provide historical statistics for the last 12 months regarding:

- after-hours incidents,
- weekend incidents,
- holiday incidents,
- emergency changes executed outside business hours.

### **Response**

The Centre is unable to provide detailed historical statistics regarding after-hours incidents, weekend incidents, holiday incidents, or emergency changes executed outside normal service periods at this time.

Out-of-hours interventions are generally infrequent. For example, the Centre has not required any out-of-hours interventions during the current calendar year to date.

Bidders should not assume a fixed volume of such activities and should base their proposals on the service requirements and support model defined in the RFP.

### **Question**

Please describe the current ICTS team structure and responsibilities, including:

- number of internal resources,
- retained responsibilities,
- escalation model,
- activities expected to remain under ITCILO ownership.

### **Response**

The Centre's ICT team consists of approximately 11 ITCILO and two onsite contractor staff members distributed across service desk, network infrastructure, Windows infrastructure, cybersecurity, application development, and application support functions.

The Centre retains responsibility for ICT governance, architecture, business engagement, vendor management, project oversight, and those operational activities not assigned to external service providers.

Issues that cannot be resolved internally may be escalated to the Contractor in accordance with the operational and escalation model to be agreed during the Transition, Discovery, Governance & Security Baseline Phase.

Bidders should focus their proposals on the services and responsibilities explicitly defined within the scope of this RFP. Detailed allocation of responsibilities between the Centre, the Contractor, and other service providers will be finalized during the transition period.

### **Question**

The RFP states that additional workloads within the same technology stack are included up to a 20% growth threshold.

Please clarify:

- how the 20% threshold is measured,
- baseline used for measurement,
- commercial mechanism applicable if the threshold is exceeded.

### **Response**

The 20% threshold should be measured against the baseline environment and scope defined in the RFP and its Annexes at the commencement of the contract.

The threshold is intended to be applied cumulatively over the duration of the contract and serves as an indicator of significant growth in the managed environment, workload, or service scope rather than as a strict measurement against any single metric.

Bidders should clearly describe the assumptions, sizing factors, and parameters underpinning their proposed commercial model, together with the mechanism that would apply should those assumptions change significantly.

Where growth, expansion, or changes in scope approach or exceed the 20% threshold, the Centre and the Contractor shall review the impact on services, effort, and commercial arrangements and agree on an appropriate way forward through the contract governance and change management processes.

**Question**

Can you please specify the current ITSM ticketing system you are using for operations, and confirm whether this tool will be the source for SLA-relevant reports?

**Response**

The Centre currently uses ManageEngine ServiceDesk Plus for its internal service management operations.

The successful Contractor is expected to provide and operate its own service management tooling. The Centre is open to integrating the contractor operations into its ITSM where this provides operational value and does not introduce significant complexity or financial burden.

The source of SLA and service performance reporting will be agreed between the Centre and the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase, taking into account the proposed operating model, reporting requirements, and any agreed integrations.

**Question**

Please clarify what documentation ITC/ILO will require to verify the contractual or employment relationship between the Contractor and the personnel assigned to deliver the services, including:

- acceptable proof of employment (employment contracts, payroll records, social security registration, or equivalent),
- treatment of subcontracted, freelance, or partner-provided resources, and whether these are permitted,
- whether such evidence is required at proposal stage, at contract award, or only at mobilization,
- whether nominated personnel are subject to ITC/ILO approval, and the applicable procedure for personnel substitution during the contract.

**Response**

To prove the relationship between the Contractor and the personnel a proof of employment as the contract or similar is accepted and need to be submitted at the proposal stage. Freelance are not permitted. The nominated personnel may be invited for an interview by the ITCILO to verify that experience is in line with the RFP requirements.

**Question**

Please clarify which financial amount will be used for financial evaluation: the total price for the initial 24-month term, the indicative total for the full 2+2 period, or another evaluated price model including the monthly fee and rate-card items.

**Response**

For the evaluation the 24-month term will be considered.

**Question**

Please clarify whether the 250 fixed-line telephones and 30 mobile phones listed in Annex 6 are included in the Contractor's operational support scope. If yes, please specify the expected responsibility model, including

Microsoft Teams-integrated telephony, Microsoft/infrastructure components, PBX/PABX administration, handset support, mobile device support, SIM/operator coordination, and end-user telephony incidents.

**Response**

The Centre's current PBX/PABX environment, fixed-line telephones, mobile phones, mobile operators, SIM management, handset support, and end-user telephony support are outside the scope of this RFP.

Should the Centre implement Microsoft Teams Telephony or similar Microsoft-based telephony services during the contract term, the Microsoft infrastructure, identity, access management, and platform components supporting those services would fall within the scope of the managed services covered by this RFP. Any such implementation would be subject to separate planning, governance, and change management processes.

**Question**

Please clarify the Contractor's responsibility for servers and applications marked in Annex 4 as "App Management by 3rd party". Should the Contractor's responsibility cover the operating system, infrastructure, identity, security, monitoring and backup layers, or is application-level administration, troubleshooting and patching also expected?

**Response**

For systems identified in Annex 4 as "Application Management by 3rd Party", the Contractor's responsibility includes the underlying Windows Server operating system, Microsoft infrastructure components, identity and access management integration, security management, monitoring, patching of the operating system, and coordination of backup requirements for the services within scope.

Application-level administration, application configuration, application troubleshooting, application patching, upgrades, and vendor-specific support activities remain the responsibility of the respective application vendor unless otherwise agreed.

Where incidents or service disruptions occur, the Contractor will be expected to perform reasonable investigation of the underlying infrastructure and operating system layers and collaborate with the application vendor and the Centre where cross-functional troubleshooting or service restoration is required.

**Question**

- Please clarify the Contractor's expected responsibility for underlying infrastructure layers, including the hypervisor/virtualization host layer, storage/SAN/NAS, physical server hardware, network switches, firewalls and Wi-Fi infrastructure, where these components support the Microsoft server, VM, identity, application and related infrastructure environment.

**Response**

The administration of hypervisors/virtualization hosts, storage platforms (SAN/NAS), physical server hardware, network switches, firewalls, and Wi-Fi infrastructure is outside the scope of this RFP.

The Contractor is, however, expected to collaborate with the responsible teams and service providers where these components impact the availability, performance, security, or operation of the in-scope services.

### Question

1. Please clarify when the Contractor becomes fully responsible for Business as Usual operations and SLA/KPI performance: from the contract start date, including during the 30-day Transition, Discovery, Governance & Security Baseline Phase, or only after formal Transition Phase acceptance?

The Contractor becomes responsible for the services from the contract start date. The Transition, Discovery, Governance & Security Baseline Phase is intended to facilitate knowledge transfer, validation, and operational alignment. Specific transition arrangements and the application of SLA/KPI measurements during this period will be agreed with the successful Contractor.

2. Please clarify the mandatory outcomes expected by the end of the 30-day Transition Phase for RBAC, privileged access reduction, and remediation. Is full implementation across all in-scope platforms required within 30 calendar days, or should the Contractor implement critical controls, remove clearly excessive privileges, and provide a prioritized remediation roadmap for remaining actions?

The objective of the 30-day Transition, Discovery, Governance & Security Baseline Phase is to ensure that the Contractor has a complete understanding of the environment, systems, configurations, dependencies, processes, and operational requirements necessary to support the services independently going forward.

By the end of the transition period, documentation should be reviewed and updated as necessary, current RBAC and privileged access arrangements assessed, critical security and governance gaps identified, and a prioritized remediation roadmap agreed. The Contractor should be in a position to fully support the environment without reliance on the incumbent provider.

3. Please confirm what access, existing documentation, incumbent cooperation, and ITCILO stakeholder availability will be provided during the first 10 business days to support the Transition Phase.

The Centre will provide the successful Contractor with the necessary access, available documentation, relevant technical contacts, and reasonable stakeholder availability required to support the Transition, Discovery, Governance & Security Baseline Phase.

The incumbent provider is expected to cooperate in the handover process. The exact transition activities, access requirements, stakeholder engagement model, and knowledge transfer arrangements will be agreed with the successful Contractor at contract commencement.

4. Please clarify the Transition Phase acceptance process, including reviewers/approvers, validation timeline, approval authority, and any required documentation templates, repositories, or standards.

The Transition Phase acceptance process will be agreed between the Centre and the successful Contractor at contract commencement.

Acceptance will be based on the Contractor demonstrating a complete understanding of the environment, validated documentation, identified dependencies, agreed operational procedures, updated inventories, governance baselines, and the ability to support the services independently without reliance on the incumbent provider.

The Centre will designate the appropriate reviewers and approval authorities. Documentation standards, repositories, deliverables, and validation timelines will be agreed during the transition period.

5. Please clarify whether the review of internet-exposed systems is limited to configuration, architecture, exposure, and control review, or whether active vulnerability scanning/testing is also expected. If active testing is expected, please confirm the scope, authorization process, permitted tools, and constraints.

The review is primarily intended to assess configuration, architecture, exposure, security controls, and overall security posture of internet-exposed systems.

Active vulnerability scanning and penetration testing activities are managed through separate services and are not part of the scope of this RFP. However, where vulnerabilities are identified through such assessments or other means, the Contractor will be expected to assess, recommend, and implement appropriate remediation measures within the scope of the managed services.

6. The RFP states that the team managed an average of 100 tickets in the last year. Please confirm whether this means approximately 100 tickets in total over the last 12 months, approximately 100 tickets per month, or another measurement period. Please also provide, if available, an indicative breakdown by priority level and type, such as incidents, service requests, changes, security/patching activities, monitoring alerts, and user-related escalations.

The reference to approximately 100 tickets relates to the total number of tickets recorded over a 12-month period and is intended only as an indicative example of historical activity.

The Centre is unable to provide further breakdowns by priority, category, technology area, incidents, service requests, changes, security activities, monitoring alerts, or user-related escalations at this time.

Bidders should not treat historical ticket volumes as a guaranteed or representative future workload. Ticket volumes, priorities, and types may vary significantly depending on operational requirements, business priorities, technology initiatives, incidents, lifecycle activities, and other factors.

7. Please confirm the expected frequency of on-site work and whether on-site presence in Turin has historically been required for similar services.

The Centre does not prescribe a specific on-site presence model. Bidders are encouraged to propose the operating model they consider most appropriate to deliver reliable, secure, and effective services.

Historically, the services have been delivered with limited need for on-site presence. However, the Contractor should ensure that its proposed model can adequately support operational, transition, governance, and exceptional business requirements where physical presence may be beneficial

8. Please confirm which virtualization platform is currently used for the in-scope virtual server environment.  
It is out of scope
9. Please clarify how ITCILO will distinguish between core operational services covered by the monthly fee and separately billable additional activities, particularly for larger configuration/change activities such as onboarding new services or applications, Entra ID/SSO integrations, authentication mechanisms, policy configuration, identity integration, and Microsoft workload expansion. Please also provide examples of changes that would be considered separately billable, and confirm what threshold, approval process, or criteria will be used to classify an activity as additional/billable.

Core operational services are those required to manage, maintain, monitor, support, secure, and optimize the technologies and services within the scope of this RFP as part of normal business-as-usual operations.

Activities may be considered separately billable where they constitute significant implementation, migration, transformation, modernization, or expansion initiatives that materially increase scope, complexity, effort, or service consumption. Examples may include the implementation of Microsoft Intune, large-scale Microsoft Fabric integrations, major platform migrations, implementation of Microsoft Teams Telephony, server upgrades from WS 2012 to 2022, or other substantial projects.

The classification of an activity will not be based solely on the technology involved. Activities such as onboarding new services, identity integrations, SSO implementations, authentication enhancements, policy changes, or Microsoft workload expansion may either form part of the managed service or be treated as separate activities depending on their scope, complexity, effort, risk, and business impact.

Where either party considers an activity to be outside the agreed managed service scope, or where changes result in significant growth approaching or exceeding the 20% threshold, the activity shall be reviewed and agreed through the applicable governance and change management processes before work is undertaken.

10. The RFP requires service coverage during weekend hours and holidays from 08:00 to 19:00. Please confirm whether this means active staffed support during the full weekend/holiday window, on-call/standby support activated when needed, or support only for incidents and planned activities requested by ITCILO.

The service periods defined in the RFP reflect the Centre's required support coverage and official operating hours. These periods are considered valid service periods for SLA measurement purposes, including weekends and holidays where specified.

The Centre does not prescribe a specific staffing or operational model. Bidders are encouraged to propose the business hours, service coverage arrangements, escalation procedures, on-call capabilities, and other operational measures they consider appropriate to meet the service requirements and SLA commitments.

The proposal should clearly explain how the bidder's operating model aligns with the Centre's required service coverage and support obligations. Any assumptions, limitations, or financial implications associated with the proposed model should be clearly identified.

11. Please confirm that all service hours and SLA response/resolution times are to be interpreted in CET/CEST, Turin local time.

Yes. Unless otherwise explicitly agreed, all service hours, support periods, SLA measurements, response times, resolution times, maintenance windows, and related service management activities shall be interpreted using the local time applicable to Turin, Italy (CET/CEST).

12. Please clarify how the 20% infrastructure growth threshold will be calculated. What baseline and metric will ITCILO use: number of servers/VMs, services/workloads, users, ticket volume, resource consumption, or another measure? Please also confirm whether the threshold is calculated globally or separately per technology stack.

The 20% threshold is intended as a practical indicator of significant growth in the managed environment rather than a strict measurement against a single metric.

The baseline shall be the environment and scope defined in the RFP and its Annexes at contract commencement. Assessment may take into account factors such as the number of managed systems, workloads, services, users, complexity, operational effort, and other relevant characteristics of the environment.

The threshold should be considered across the overall managed service scope rather than as a separate calculation for each individual technology stack. Where growth or changes significantly affect a particular service area, the Centre and the Contractor shall review the impact and agree on any necessary adjustments through the contract governance and change management processes.

13. Annex 8 states that certain Azure capabilities are currently not used but shall apply if ITCILO expands Azure usage. Please confirm whether any Azure workload deployment or Azure governance activities are expected during the first contract year.

The Centre currently makes limited use of Microsoft Azure services, primarily for Azure File Sync. At present, there are no approved plans or committed projects requiring significant Azure workload deployment or Azure governance activities during the first contract year.

Bidders should therefore base their proposals on the current environment. Should Azure usage expand during the contract term, any associated operational, governance, or architectural requirements will be addressed through the applicable governance, change management, and contract review processes.

14. The RFP requires the Financial Proposal to be password protected. Please confirm the preferred method and timing for providing the password.

### Question

Pag.22 // Section: Citrix Virtual Desktop Infrastructure (VDI) & Application Delivery (Core Service)

“These activities, including configuration changes, capacity expansion within the existing Citrix platform, security policy implementation and identity integration, shall be considered core operational services and shall NOT be deemed out-of-scope unless they constitute a complete platform replacement or major architectural redesign.

If the Centre replaces or transitions from Citrix to an alternative virtual desktop or application delivery platform during the contract term, the Contractor shall assume operational management and support of the new platform once implemented. The design and implementation of such replacement infrastructure shall NOT be considered part of the core operational scope unless separately agreed.”

In order to properly assess the scope and associated responsibilities, we kindly request clarification on whether there is already an ongoing evaluation or roadmap concerning potential alternative platforms replacing or complementing the current Citrix environment. This aspect is particularly relevant as the transition to a different virtual desktop or application delivery technology may require the involvement of dedicated technical profiles, with specific skills and competencies that differ from standard Citrix operational support. A clearer understanding of any planned or expected technology evolution would allow us to better define the service model, resource allocation, and related assumptions within the proposal.

### Response

The Centre is currently evaluating potential alternatives to the existing Citrix environment. However, no decision has been made regarding a replacement platform, and no approved roadmap currently exists. The Centre remains open to solutions that best meet its operational, security, user experience, and business requirements.

If the Centre transitions from Citrix to an alternative virtual desktop or application delivery platform during the contract term, the Contractor will be expected to assume operational management and support of the new platform once it has been implemented and transitioned into service.

The design, selection, implementation, and migration to a replacement platform would not be considered part of the core operational scope of this RFP and would be treated as a separate project activity unless otherwise agreed between the Centre and the Contractor.

### Question

Could you please clarify the expected database support scope and the roles required within the service delivery team? Specifically, is dedicated Database Administrator (DBA) support required, and if so, what are the expected responsibilities, technologies, support coverage, and service levels?

### Response

The Centre currently operates a small Microsoft SQL Server footprint supporting approximately three application databases.

A dedicated full-time DBA role is not anticipated. However, the Contractor is expected to possess the necessary SQL Server expertise to administer and support the SQL Server platform, including instance management, access management, security, monitoring, performance troubleshooting, and operational support.

Where new business requirements arise, the Contractor may be required to prepare and configure SQL Server environments to host additional application databases. The Contractor will also be expected to investigate database-related issues and collaborate with application vendors where application-specific database expertise is required.

**Question**

Please confirm that the service will not be provided on 24/7 basis.

Could you please provide the definitions of High and Critical severity events, including examples where available, to ensure a consistent understanding of the prioritization and service level requirements?

The Centre's expectation is that the services within scope remain available 24x7. However, the Centre does not prescribe a specific operational model, and bidders are expected to propose an appropriate support approach capable of meeting the required service levels and availability objectives.

As a general guideline, a Critical severity event is one that results in a complete outage or unavailability of a critical service, such as a server failure, a major authentication failure, or a production service becoming unavailable to users. A High severity event is one that significantly degrades a critical service or affects a substantial number of users, but where the service remains partially available or a workaround exists, e.g. several outlook clients failing to connect to exchange.

The final classification and prioritization model will be agreed with the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

- Please confirm whether the declared ticket volume (approximately 100 per year) refers exclusively to L2 tickets within the Contractor's scope, after filtering by the ITCILO Service Desk, and whether this volume represents the total activity expected from the Contractor or is additional to the day-to-day operational activities required under the service. The SOW states that "the team managed an average of 100 tickets in the last one year," which appears ambiguous and, if intended as the total annual volume, would seem very low for an infrastructure comprising 115 VMs and 300 workstations. If the figure is correct, please also confirm that the L1 Service Desk operates separately and performs the initial filtering and provide the historical trend for ticket volumes (for example, whether they were higher in previous years).

The figure of approximately 100 tickets per year refers primarily to incidents and service requests escalated to the Contractor after initial assessment and filtering by the ITCILO Service Desk. The Service Desk function is delivered through a separate contract and provides first-line support to users, escalating tickets to the Contractor only when issues cannot be resolved at that level or require specialized infrastructure expertise.

The reported ticket volume should not be considered the sole measure of the Contractor's workload. In addition to handling escalated tickets, the Contractor is expected to proactively monitor the environment, identify and resolve issues before they impact users, perform routine operational activities, support maintenance and change activities, and contribute to the overall stability and availability of the infrastructure.

The majority of the reported tickets originate from issues identified and reported by ITCILO IT staff, or the Service Desk. Activities arising from proactive monitoring and preventive maintenance are often resolved without generating user-facing tickets.

The figure provided represents the average volume observed during the last year and is intended as an indication only. Contractors should size and organize their service delivery model based on the overall scope of services described in the SOW rather than on ticket volumes alone. Historical ticket volumes may vary from year to year depending on project activity, infrastructure changes, user demand, and the effectiveness of proactive monitoring and preventive maintenance activities.

- 2. Are there specific SLAs for Change Management? Does KPI-5 (>90% successful changes) cover all changes or only planned changes?

KPI-5 applies to planned changes implemented by the Contractor through the agreed Change Management process. The objective of the KPI is to measure the quality of planning, testing, risk assessment, and execution of changes.

No separate SLA is defined specifically for Change Management activities. However, all changes are expected to be managed in accordance with the ITCILO Change Management process, including appropriate planning, documentation, testing, approval, implementation, and rollback procedures where applicable.

The >90% successful change target refers to changes that are completed without causing unplanned service disruption, requiring rollback, or resulting in incidents attributable to the change implementation. Emergency changes and changes implemented by third parties may be reviewed separately and will not necessarily be included in the KPI calculation.

- 3. In the SOW, the Contractor is described as being “fully responsible for the secure, reliable and continuous operation,” while Annexes 7 and 8 restrict the Contractor’s administrative access (e.g. no Global Administrator privileges, use of PIM/JIT, and break-glass accounts reserved exclusively for ITCILO). How should full responsibility be reconciled with such limited control? In the event of an incident requiring privileges not delegated to the Contractor, what response times are expected from ITCILO to authorize the intervention?

The restrictions described in Annexes 7 and 8 are intended to enforce the Principle of Least Privilege and should not be interpreted as preventing the Contractor from fulfilling its operational responsibilities. The Contractor will be granted the minimum level of access required to perform all contracted activities effectively and efficiently.

Administrative privileges will be assigned based on operational requirements and may include privileged roles managed through Privileged Identity Management (PIM) and Just-in-Time (JIT) elevation mechanisms. Where necessary for service continuity, selected Contractor personnel may be granted access to highly privileged roles, including Global Administrator, through controlled JIT processes and in accordance with ITCILO security policies.

Break-glass accounts will remain under the exclusive control of ITCILO and are reserved for emergency recovery scenarios.

The expectation is that the access model will enable the Contractor to perform all the operational, support, maintenance, and incident response activities independently. In the exceptional cases where ITCILO intervention is required to authorize or activate privileges not delegated to the Contractor, ITCILO will collaborate with the Contractor to ensure that service restoration and operational requirements are not unreasonably delayed. Response priorities in such situations will be aligned with the severity and business impact of the incident.

- 4. Is there a documented escalation process for activities requiring Global Administrator privileges? Who are ITCILO’s designated contacts for such authorizations, and what are their expected response SLAs?

The detailed operational model for activities requiring Global Administrator privileges will be agreed with the successful Contractor during the service transition phase.

ITCILO's objective is to implement the Principle of Least Privilege and avoid the unnecessary allocation of highly privileged roles to all support personnel. As such, Global Administrator privileges will be assigned only where operationally justified.

The agreed model may include the designation of a limited number of Contractor personnel with Global Administrator access, potentially through Privileged Identity Management (PIM) and Just-in-Time (JIT) activation, who would perform activities requiring elevated privileges on behalf of the wider support team. Alternative models that achieve the same security and operational objectives may also be considered.

ITCILO will identify the appropriate authorization and escalation contacts during the transition phase. Response expectations and escalation procedures will be defined jointly with the successful Contractor to ensure that operational requirements can be met while maintaining appropriate security controls and governance.

- 5. How is the “up to 20% growth included” scope measured: by VM count, workload count, or service fee value?

The 20% growth allowance is intended as an overall increase in the managed infrastructure and service scope, rather than being tied to a single metric such as VM count alone. Growth may include increases in virtual machines, workloads, services, users, devices, cloud resources, or other infrastructure components that fall within the scope of the contract. The objective is to accommodate normal organizational growth and evolution of the environment without requiring immediate contract amendments. The assessment of whether growth remains within the included 20% threshold will be based on the overall impact on the managed environment, operational effort, and service scope. Any significant expansion beyond this threshold may be subject to review and mutual agreement between ITCILO and the Contractor.

- 6. Please confirm that management of the L1 Service Desk is out of scope. Does the Contractor provide only L2 support, interfacing with ManageEngine ServiceDesk Plus?

Yes, management of the L1 Service Desk is outside the scope of this contract. The Service Desk function is provided through a separate contractor responsible for first-line support, user interaction, and initial incident triage. The Contractor is expected to provide L2 and L3 infrastructure support services and will work closely with both the Service Desk provider and ITCILO ICTS staff as required.

ManageEngine ServiceDesk Plus is currently used internally by ITCILO for service management activities. The Contractor is expected to provide and operate its own IT Service Management (ITSM) platform and processes to support service delivery under the contract. Where there is clear business value and minimal financial or operational impact, integration between the Contractor's ITSM platform and the ITCILO ManageEngine ServiceDesk Plus environment may be considered. However, such integration is not a mandatory requirement of the contract.

- 7. Transition: Is there any existing documentation (such as Visio diagrams or inventories), or must it be created from scratch during the Transition?

ITCILO (through the current contractor) maintains a range of technical documentation, including infrastructure inventories, architectural diagrams, operational procedures, and other system documentation. The extent, completeness, and currency of this documentation may vary across technologies and services. Relevant documentation will be made available to the successful Contractor during the transition phase. As part of the service, the Contractor will be expected to review, validate, update, and maintain the documentation to ensure it accurately reflects the current environment.

The transition should therefore not be considered a greenfield documentation exercise. However, the Contractor should anticipate the need to enhance, consolidate, create and update existing documentation where gaps or inaccuracies are identified.

- 8. Please confirm whether the deployment of additional workloads (e.g. Azure) within the existing tenant, although considered part of the operational scope, may result in an adjustment to the recurring service fee. In other words, if the workload increases, is the Contractor entitled to request a corresponding increase in the monthly charge?

The Contractor is expected to accommodate normal growth and evolution of the environment within the contracted scope, including the deployment of additional workloads and services within existing platforms and tenants, up to the growth thresholds defined in the SOW.

The introduction of additional workloads, such as Azure services, does not automatically entitle the Contractor to an increase in the recurring service fee. The expectation is that reasonable growth, including the deployment of new services within the existing technology stack, is covered by the contracted service. Where growth results in a material expansion of the managed environment beyond the agreed thresholds, significantly increases operational complexity, or introduces substantial new technologies or service domains not originally contemplated in the contract scope, ITCILO and the Contractor may review the impact and discuss any necessary contractual adjustments through the appropriate governance mechanisms.

Bidders are encouraged to clearly describe in their proposed service delivery model how growth scenarios, scope increases, new workloads, and emerging technologies will be assessed and managed throughout the contract term, including any assumptions, thresholds, and conditions under which service scope reviews or commercial adjustments may be requested. This will form part of the evaluation of the proposed operating model and its ability to support ITCILO's evolving requirements.

- 9. Would it be possible to indicate an approximate budget range for the service? The RFP does not provide any reference to the value of the current contract or the available budget. This would help in sizing the proposal in a way that is aligned with expectations.

We do not provide a budget range as Proposers are free to come up with a quote that is aligned with the SOW.

- 10. Which patch management tool is currently in use? Please also confirm whether it is to be provided by Var Group.

ITCILO currently uses a combination of Microsoft technologies for patch management, including Windows Server Update Services (WSUS), Microsoft Configuration Manager, and emerging cloud-based management capabilities as part of our ongoing modernization initiatives. The exact tool set and approach may evolve during the contract period.

- 11. With reference to the Citrix environment, please clarify whether the solution is deployed on-premises or in the cloud. Please also indicate the number of Citrix ADC / NetScaler instances and, if the environment is on premises, the number of Delivery Controllers and StoreFront servers currently in use. In addition, please confirm whether centralized user profile management is in place, provide the number of Machine Catalogs and their approximate size in terms of published servers or desktops, specify the annual number of Gold Image releases, and indicate the number of standard VDIs and graphics-enabled VDIs currently in service.

The current Citrix environment is deployed on premises. The environment currently includes:

- 2 Citrix ADC (NetScaler) instances supporting internal and external access requirements.
- 2 StoreFront servers (virtual machines).
- 2 Delivery Controller servers (virtual machines).

Identity services are provided through Microsoft Active Directory and Microsoft Entra ID (hybrid setup).

Additional technical details regarding Machine Catalogs, profile management, published resources, Gold Image management, VDI counts, and other operational characteristics will be made available to the successful Contractor during the transition phase.

ITCILO's objective is not to prescribe a specific architectural or operational model. Bidders are encouraged to propose the service organization, tooling, resource allocation, and operational approach they believe are most appropriate to support the environment and meet the service requirements defined in the SOW and base their proposal on that. The successful Contractor will have the opportunity to review the environment in detail and recommend improvements or adjustments where these provide operational, security, or business value.

- 12. Please clarify the operational interaction model under the service: will the Contractor interface directly with end users, or only with the Customer's internal IT team? If direct interaction with end users is envisaged, please specify the expected channels of communication, the scope of user-facing activities, and whether such support is considered part of the standard service scope.

The contractor will interface with IT staff from ITCILO and ServiceDesk.

- 13. Please confirm that Var Group shall not be held responsible for downtime affecting infrastructure components that are not designed with high availability or redundancy. More generally, as the Contractor does not control the Customer's infrastructure architecture, please confirm that responsibility for service downtime is limited to managed services within scope and only where the underlying cause is directly attributable to the Contractor, excluding outages caused by infrastructure design limitations, single points of failure, or third-party dependencies.

The Contractor will be held accountable for the services within its scope of management and control. Service disruptions resulting from infrastructure design limitations, lack of redundancy, single points of failure, third-party dependencies, or other factors outside the Contractor's control will be assessed based on the established root cause analysis process. The Contractor is, however, expected to proactively identify and report such risks and provide recommendations for remediation where appropriate.

- 14. Please confirm whether any Disaster Recovery (DR) solution or related DR activities are included within the scope of services. If so, please specify the expected scope of responsibility, the systems covered, the required recovery objectives (RTO/RPO), and whether periodic DR testing and documentation updates are expected from the Contractor.

Disaster Recovery planning, governance, and decision-making remain the responsibility of ITCILO and are not part of the Contractor's operational responsibilities. However, the Contractor is expected to support ITCILO by providing technical recommendations, identifying risks and dependencies, contributing technical input to DR planning activities when requested, and assisting with the maintenance of relevant technical documentation. Any DR testing activities involving systems within the Contractor's scope may require the Contractor's participation and technical support. Specific RTO and RPO requirements will be communicated where applicable.

- 15. Please confirm that network management and support activities are outside the scope of this service. In particular, please clarify whether the Contractor is expected to manage, troubleshoot, or make changes to firewalls, switches, routers, WAN/LAN connectivity, VPNs, or other networking components, or whether such responsibilities remain entirely with ITCILO or third-party providers.

Network management and administration are outside the scope of this service and remain the responsibility of ITCILO. The Contractor will not be expected to manage or implement changes to firewalls, switches, routers, WAN/LAN infrastructure, or other network components. However, the Contractor may be required to collaborate with ITCILO during troubleshooting activities involving

infrastructure services under its management. ITCILO will provide the Contractor with the necessary network information, including IP addressing schemes, subnet details, and other relevant documentation required to support the contracted services.

- Please clarify whether any migration of the current environment to Azure is actually envisaged during the contract term. If so, please confirm whether the upgrade or remediation of operating systems that are not supported in Azure (for example, Windows Server 2012 without Extended Security Updates or FreeBSD 11) is considered outside the scope of the managed service and, where required to enable such migration, remains the Customer's responsibility or shall be quoted separately as an additional activity.

At present, ITCILO does not envisage a major migration of the current environment to Microsoft Azure during the contract term. However, we have a small Azure footprint for File and Sync services which forms part of this scope.

Consequently, activities specifically related to cloud migration, including remediation or upgrades required solely to enable migration to Azure, are not considered part of the expected managed service scope. Should such a migration initiative arise during the contract period, the scope, responsibilities, and any associated project activities would be assessed separately and agreed through the appropriate governance and change management processes.

- 17. With reference to the tender procedure in question, we kindly request confirmation that, should an economic operator perform the services covered by this RDO, wholly or in part, through subsidiaries or companies under its control pursuant to Article 2359 of the Italian Civil Code, such arrangement shall not be deemed to constitute subcontracting.

Confirmed, but the Proposal shall clearly indicate the work that will be performed by the subsidiaries and how it will be organized / managed exactly as it is requested for the subcontracting.

<p>Are there any additional Microsoft workloads not listed in Annex 4 that are currently operational?</p>	<p>Yes. The Centre's Windows Server environment consists of more than 140 virtual machines with varying roles and functions. These include production application servers, infrastructure services, management systems, and systems used for specific operational purposes. Annex 4 primarily identifies the critical production systems and services that form the core scope of the managed services. Not all virtual machines require the same level of operational support, monitoring, maintenance, or management effort. Bidders should base their proposals on the information provided in the RFP and Annexes. Any significant expansion of the managed environment or scope during the contract term shall be subject to the growth and review provisions defined in the RFP, including the 20% growth threshold.</p>
<p>Is VMware administration included within scope, or only Microsoft operating systems and applications?</p>	<p>The administration and operation of the VMware platform itself are outside the scope of this RFP. However, the Contractor will be responsible for the management, maintenance, monitoring, and support of the in-scope Windows-based virtual machines hosted on the VMware infrastructure. Where changes to virtual machine resources are required, the Contractor will be expected to assess requirements, make recommendations, and coordinate with the Centre or the responsible infrastructure team to ensure appropriate capacity and performance are maintained.</p>
<p>Are storage, backup infrastructure, SAN/NAS, and virtualization hosts included in scope?</p>	<p>Storage systems, backup infrastructure, SAN/NAS platforms, and VMware virtualization hosts are not within the operational administration scope of this RFP. However, the Contractor will be expected to manage and support the Windows-based services, applications, and virtual machines that depend on these platforms. Where infrastructure components affect service availability, performance, capacity, backup operations, or incident resolution, the Contractor shall collaborate with the Centre and any relevant service providers to diagnose issues and coordinate appropriate remediation actions. The Contractor may also be expected to provide recommendations regarding capacity, performance, resilience, backup requirements, and resource utilization relating to the services within scope.</p>
<p>What is the current Microsoft licensing details (E3, E5, Business Premium, etc.)?</p>	<p>A5</p>
<p>Is Microsoft Intune currently deployed?</p>	<p>Planned</p>
<p>Is Microsoft Teams telephony already implemented or planned?</p>	<p>Planned</p>
<p>Is there currently any Azure subscription in use?</p>	<p>Yes. Azure File Sync</p>
<p>Is Azure Landing Zone governance already established?</p>	<p>No. The Centre currently makes limited use of Microsoft Azure services and does not maintain a formal Azure Landing Zone governance framework at this time.</p>

Is Microsoft Entra P2 licensing currently available for Privileged Identity Management (PIM)?	Yes
What is the current mailbox count?	The Centre currently operates approximately 500 user & shared mailboxes within its on-premises Exchange environment. Detailed information regarding mailbox types, shared mailboxes, resource mailboxes, distribution groups, and related configuration details will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
What percentage of mailboxes remain on-premises versus Exchange Online?	All mailboxes are currently hosted on the Centre's on-premises Exchange environment. The Centre does not use Exchange Online.
Are there plans to migrate fully to Exchange Online?	There is currently no approved project to migrate the Exchange environment fully to Exchange Online. Bidders should therefore base their proposals on the current on-premises Exchange environment. Should a future migration to Exchange Online be approved, it would be treated as a separate project activity and planned jointly between the Centre and the Contractor in accordance with the applicable governance and change management processes.
Are email security gateways or third-party email security tools in use?	Yes. The Centre utilizes email security and protection mechanisms as part of its messaging environment. Detailed information regarding the specific technologies, configurations, security controls, and any third-party integrations will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
What Citrix licenses are currently deployed?	Citrix Universal for Hybrid Multi Cloud
What is the total number of Citrix users?	300
Is Citrix infrastructure administration fully included?	Yes. Administration of the Citrix infrastructure forms part of the scope of this RFP. The Contractor will be responsible for the management, monitoring, maintenance, support, security, optimization, and operational administration of the Citrix environment and its supporting components within the defined scope of services. As this is a managed services engagement, the Centre does not prescribe a specific operational model for Citrix administration. The successful Contractor is expected to apply appropriate expertise, industry best practices, and governance processes to ensure the service remains secure, reliable, and fit for purpose.
Is image management and application publishing included?	Yes

Can ITCILO provide details of the current backup solution details?	<p>The Centre uses Veeam Backup &amp; Replication to protect its Windows-based virtual machine environment. Backup operations are performed and managed internally by the Centre. The Contractor's responsibility is to assess the services within scope and provide recommendations regarding backup requirements, protection policies, recovery considerations, and any changes required to ensure appropriate coverage of the managed environment.</p> <p>Detailed information regarding backup configuration, retention policies, storage targets, and operational procedures will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
Is disaster recovery testing included in scope?	No
How many DR exercises are expected annually?	N/A
Is backup administration limited to Veeam or are other tools used?	Veeam is our current backup solution
Which monitoring tools are currently deployed?	<p>The Centre currently utilizes a combination of native platform monitoring capabilities and an internally managed SIEM solution. The detailed monitoring architecture, tools, configurations, integrations, and operational procedures will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p> <p>The Contractor may propose additional monitoring capabilities or tools where they provide operational value and are aligned with the Centre's technical and financial objectives.</p>

Thematic Areas	Questions	
<p>Infrastructure sizing and volumes</p> <p>Please confirm the total number of virtual machines currently in operation (~115) and the related breakdown by environment (production, test, development)</p>	<p>Is a forecast for infrastructure growth over the coming contract years available?</p>	<p>No. The Centre does not currently have a formal forecast for infrastructure growth over the contract period. Should significant growth or changes in scope occur during the contract term, the impact on services, responsibilities, and commercial arrangements shall be reviewed and discussed jointly between the Centre and the Contractor in accordance with the contract provisions.</p>
	<p>Should the 20% growth limit indicated in the tender documents be understood as annual or over the entire contract duration?</p>	<p>The 20% growth threshold should be considered cumulatively over the duration of the contract rather than on an annual basis. Where growth or changes approach or exceed this threshold, the Centre and the Contractor shall review the impact on service scope, effort, and contractual arrangements and agree on an appropriate way forward.</p>
	<p>Are decommissioning activities or rationalization of the current infrastructure planned?</p>	<p>Yes. The Centre continuously reviews its infrastructure and services to improve operational efficiency, security, supportability, and cost effectiveness.</p>
<p>Users and service usage</p>	<p>Total number of active users (internal and external) managed?</p>	<p>The environment currently supports approximately 262 active named users and is designed to accommodate up to 300 users with licensed MS 365 A5 subscriptions, including permanent staff, temporary staff, guests, and other authorized users. In total, the Centre maintains up to approximately 500 AD objects, including user accounts for contractors (with and without MS 365 accounts), shared accounts, service accounts, and other Active Directory and Microsoft Entra ID objects. Some of these objects are obsolete and may be subject to review and cleanup.</p>
	<p>Average number of concurrent users on the Citrix platform?</p>	<p>The Citrix environment is designed to accommodate up to 300 users. Current usage is approximately 200 users, with average concurrent usage typically below 100 users. The Centre notes that concurrent usage may increase significantly during periods where teleworking is required on a broader scale. The environment should be capable of supporting substantially higher concurrent usage, up to its designed capacity, when business circumstances require it.</p>

	<p>Distribution of users across Microsoft 365 services (Teams, SharePoint, OneDrive)?</p>	<p>The Centre subscribes to 300 Microsoft 365 A5 licenses, and all staff are assigned a license with all capabilities. Contractors and service providers are not covered by these licenses.</p>
	<p>Are there separate or segregated environments (e.g., multiple tenants, test environments)?</p>	<p>For online services we have a single production tenant for Microsoft. For onprem resources, we have a test cluster for servers.</p>
<p>Ticketing and operational support</p>	<p>Is the indicated volume of approximately 100 tickets per year representative of the actual volume?</p>	<p>The figure of 100 tickets refers to a true annual volume for a particular period and is provided for indicative purposes only. Bidders should treat this information as an example of historical activity rather than a guaranteed or representative future workload.</p> <p>Ticket volumes, priorities, and types may vary significantly from year to year depending on operational requirements, technology initiatives, business priorities, incidents, upgrades, lifecycle activities, and other factors. Similarly, the number of recorded changes should not be interpreted as a direct indicator of effort. The effort associated with a change can vary considerably depending on its complexity, risk, dependencies, testing requirements, implementation approach, and business impact. For example, the creation of a Domain Administrator account may represent a relatively simple technical task but still require formal change management due to its security implications and potential impact on the environment.</p> <p>Conversely, certain activities may require substantial planning, implementation effort, testing, and project management and may therefore be treated as separate projects rather than operational tickets or routine changes. For example, a major platform upgrade, such as the implementation or upgrade of a Configuration Manager (SCCM) environment, may constitute a project activity and be managed separately from the day-to-day managed service scope.</p> <p>The Centre is unable to provide a detailed breakdown of historical tickets by priority, category, or type at this time.</p> <p>The figure of 100 tickets refers to a true annual volume for a particular period and is provided for indicative purposes only. Bidders should treat this information as an example of historical activity rather than a guaranteed or representative future workload.</p> <p>Ticket volumes, priorities, and types may vary significantly from year to year depending on operational requirements, technology initiatives, business priorities, incidents, upgrades, lifecycle activities, and other factors.</p>

		<p>Similarly, the number of recorded changes should not be interpreted as a direct indicator of effort. The effort associated with a change can vary considerably depending on its complexity, risk, dependencies, testing requirements, implementation approach, and business impact. For example, the creation of a Domain Administrator account may represent a relatively simple technical task but still require formal change management due to its security implications and potential impact on the environment. Conversely, certain activities may require substantial planning, implementation effort, testing, and project management and may therefore be treated as separate projects rather than operational tickets or routine changes. For example, a major platform upgrade, such as the implementation or upgrade of a Configuration Manager (SCCM) environment, may constitute a project activity and be managed separately from the day-to-day managed service scope. The Centre is unable to provide a detailed breakdown of historical tickets by priority, category, or type at this time.</p>
	<p>Is a distribution of tickets by priority (Critical, High, Medium, Low) available?</p>	<p>No. The Centre is unable to provide a breakdown of tickets by priority at this time.</p>
	<p>Indicative percentage of tickets handled without escalation to third parties?</p>	<p>No. The Centre is unable to provide a breakdown of tickets by priority at this time.</p>
	<p>Is ticketing history for the last 12–24 months available?</p>	<p>No. The Centre is unable to provide a breakdown of tickets by priority at this time.</p>
	<p>Average number of major incidents per year?</p>	<p>The Centre experiences fewer than five major incidents per year on average. For example, no major incidents have been recorded since November 2025. The frequency and nature of incidents may vary from year to year depending on operational activities, infrastructure changes, and business requirements.</p>
	<p>Are proactive activities required (problem management, continuous improvement)?</p>	<p>Yes. The Centre expects the Contractor to adopt a proactive service management approach, including problem management, continuous service improvement, optimization, security enhancement, risk reduction, and lifecycle management activities.</p>

		A key objective of the managed services model is not only to maintain services but also to continuously improve their reliability, security, efficiency, and cost effectiveness.
	Which ticketing tool is currently used?	The Centre uses ManageEngine internally while the current contractor uses their own ITSM.
	Are the 100 annual TT indicated in the RFP exclusively Level 2 and related to the infrastructure and systems scope? If not, please clarify what is required and the expected annual volumes.	Yes these are Level 2 tickets for the Windows Infrastructure.
	Are the applications to be used (ticketing, monitoring, etc.) and their licenses the responsibility of the supplier or the client?	<p>The Contractor is expected to provide and operate its own service management, monitoring, reporting, and other operational tools required to deliver the services under this RFP.</p> <p>The Centre currently utilizes native monitoring and management capabilities within its environment and operates certain internal service management platforms. Where operationally beneficial, the Centre may consider integration between its systems and the Contractor's tooling, provided such integration is technically feasible and does not impose a significant additional financial burden on the Centre.</p>
	Who falls within the definition of "authorized personnel" entitled to open tickets directly with the supplier? Only the internal Service Desk or also ITCILO technical contacts?	<p>Authorized personnel may include the Centre's Service Desk, designated IT technical staff, service owners, managers, and other personnel authorized by the Centre to engage the Contractor for services within the scope of this RFP.</p> <p>The specific operational model, communication channels, escalation paths, approval requirements, and authorized contacts shall be agreed between the Centre and the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
Microsoft Cloud	Number of Microsoft 365 tenants managed?	One
	Types of active licenses (E3, E5, etc.)?	A5
	Is current or future use of the Azure platform envisaged?	Yes. The Centre currently utilizes Microsoft Azure services, although the footprint is relatively small and requires minimal operational support. There are no immediate plans for significant expansion or large-scale adoption of Azure services. Should this change during the contract term, the scope and operational

		implications would be discussed and agreed jointly between the Centre and the Contractor.
Identity & Security	Current number of privileged administrative accounts?	Detailed information regarding privileged administrative accounts, role assignments, privileged access models, and governance controls will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
	Current status of RBAC implementation (already in place or to be defined)?	RBAC is already implemented across the environment. However, the Centre recognizes that further refinement, optimization, and alignment with security best practices may be required.
	Percentage of users covered by MFA?	All
	Is a Privileged Identity Management (PIM) system already in place?	Yes
Citrix	Total number of VDI users managed?	300
	Number of "golden" images currently in use?	Detailed information regarding the Citrix image management model, including the number of golden images, image maintenance processes, and related configurations, will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
	Typical frequency of image updates?	Per industry and vendor best practices
	Is capacity planning documentation available?	Existing documentation, including any capacity planning information, system configurations, architecture diagrams, and operational procedures, shall be transferred from the incumbent Contractor to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase. Where documentation is unavailable, incomplete, or outdated, the successful Contractor shall work with the Centre to create, validate, and maintain the required documentation as part of establishing the operational baseline for the service.
Exchange	Number of on-premises mailboxes?	The messaging environment includes up to approximately 500 mailboxes, including user, shared resources, calendar, and service mailboxes. Detailed mailbox distribution, platform configuration, and messaging architecture information will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
	Average daily email traffic volume?	The Centre does not currently maintain or provide average daily email traffic statistics.

	Are evolutions towards the cloud or migration planned?	The Centre continuously evaluates opportunities to improve service efficiency, security, supportability, and cost effectiveness, which may include the adoption of cloud services where appropriate. At present, there are no immediate plans for large-scale cloud migration initiatives. Any significant migration or transformation activities would be planned, assessed, and agreed jointly between the Centre and the Contractor.
Security and governance	Is a SOC (Security Operations Center) in place?	NO
	Are SIEM tools or advanced monitoring systems used?	Yes
	Frequency of security audits?	Annually
	Average volume of vulnerabilities managed monthly?	The Centre can not provide such statistics at the moment.
	Is it correct to state that all activities related to incidents on PCs are Out Of Scope? If not, please clarify what is required in the PC scope.	No. End-user workstation support remains the responsibility of the Service Desk and is generally outside the scope of this RFP. However, where an issue reported on a PC is determined to originate from systems, services, platforms, or infrastructure within the scope of this RFP, the Contractor will be expected to investigate and resolve the underlying cause in collaboration with the Service Desk. Examples may include issues relating to Microsoft Exchange, AD or Intune whose symptoms are normally seen on endpoints first.
	Will the supplier be directly responsible for managing security incidents or exclusively for reporting them?	The Contractor will be expected to monitor, investigate, respond to, remediate, and report security incidents affecting systems and services within the scope of this RFP. Where security incidents involve third-party providers, external services, or systems outside the Contractor's direct control, the Contractor shall coordinate with the relevant parties and the Centre to support investigation, resolution, and recovery activities.
Transition phase (Transition Phase)	Current status of the technical documentation (complete, partial, or to be updated)?	The availability, completeness, and accuracy of system inventories, configuration records, and related documentation will be assessed during the Transition, Discovery, Governance & Security Baseline Phase. Where such information is unavailable, incomplete, or outdated, the successful Contractor shall work with the Centre and the incumbent Contractor to validate, update, and document the environment as part of establishing the operational baseline for the service.
	Are up-to-date inventories of systems and configurations available?	
	Are updated architectural diagrams available?	

	<p>Estimated number of privileged accounts to be analyzed during the initial phase?</p>	<p>Detailed information regarding privileged administrative accounts, role assignments, privileged access models, and governance controls will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
	<p>Will the outgoing supplier actively support the handover?</p>	<p>Yes. The Centre expects the outgoing Contractor to actively support the transition and handover process in accordance with the contractual obligations and transition requirements defined in the RFP. The objective is to ensure an orderly transfer of knowledge, documentation, configurations, access information, operational procedures, and other information necessary to support service continuity.</p>
	<p>Does the RBAC model already exist or must it be designed from scratch?</p>	<p>The Centre has an existing RBAC model based on the principles of least privilege and role-based access control. However, the model requires ongoing review, refinement, enforcement, and optimization. The successful Contractor will be expected to assess the current implementation during the Transition, Discovery, Governance &amp; Security Baseline Phase and recommend improvements where appropriate.</p>
<p>Change management and enhancement activities</p>	<p>Average number of monthly changes?</p>	<p>The volume of changes varies based on operational requirements, business needs, security recommendations, lifecycle activities, and improvement initiatives proposed by both the Centre and the Contractor. While the number of changes is typically low, bidders should assume that change volumes may fluctuate over time and should not rely on a fixed monthly average.</p>
	<p>Indicative percentage split between standard changes and enhancement changes?</p>	<p>The Centre can not provide such statistics at the moment.</p>
	<p>Operational definition of “major change” in the context of the RFP?</p>	<p>For the purposes of this RFP, a major change is generally understood as a change that carries significant business, operational, security, architectural, or service impact, or that requires enhanced planning, testing, approval, coordination, or governance. Examples may include modifications to core infrastructure services, major platform upgrades, migrations, or other activities with significant time &amp; resources commitment, material impact on service availability, security, or business operations. Certain large-scale implementation, transformation, migration, or modernization initiatives may be treated as separate projects rather than operational changes and managed through the applicable project governance and commercial arrangements.</p>

	<p>Availability of concrete examples of activities considered out of scope?</p>	<p>Yes. Examples of activities that would typically be considered outside the core managed services scope include major implementation, migration, or transformation projects such as the implementation of Microsoft Intune, migration from Exchange Server to Exchange Online, or large-scale operating system upgrade projects (e.g., Windows Server 2012 to Windows Server 2022).</p> <p>Such activities generally require significant planning, design, implementation, testing, and project management effort beyond the day-to-day operational support covered by this RFP and may be treated as separate projects.</p>
	<p>Is there an already planned enhancement backlog?</p>	<p>Enhancement, optimization, modernization, and improvement opportunities may be identified by either the Centre or the Contractor during the course of service delivery and will be prioritized and managed through the agreed governance processes. Several potential initiatives are under consideration, including Microsoft Teams Telephony, consolidation of ITSM processes, and the evaluation of alternative VDI platforms.</p>
<p>Service model and coverage</p>	<p>Does the service require active coverage or an on-call model?</p>	<p>The service is expected to provide active coverage during the support periods defined in the RFP. In addition, the Contractor should maintain an appropriate operational model to ensure service continuity and the ability to respond to critical incidents affecting in-scope services outside the defined support parameters when necessary. The specific arrangements for such situations shall be agreed between the Centre and the Contractor.</p>
	<p>Estimated number of out-of-hours interventions on a monthly basis?</p>	<p>Such occurrences are infrequent and depend on operational circumstances and the nature of any incidents affecting the services. For reference, no out-of-hours interventions have been required during the current calendar year.</p>
	<p>Estimated number of weekend interventions?</p>	<p>Such occurrences are infrequent and depend on operational circumstances and the nature of any incidents affecting the services. For reference, no out-of-hours interventions have been required during the current calendar year.</p>
	<p>Are planned maintenance windows envisaged?</p>	<p>Yes. Planned maintenance windows are expected for routine operational activities such as server patching, security updates, upgrades, preventive maintenance, and other lifecycle management activities. The timing, frequency, communication, and approval processes for planned</p>

		<p>maintenance activities shall be agreed between the Centre and the Contractor through the agreed change management procedures.</p>
	<p>Are differentiated SLAs required by service type?</p>	<p>Yes. Different service categories may require different service levels, priorities, response targets, and operational procedures depending on their business criticality and impact. The applicable service levels are defined in the RFP. The successful Contractor may propose refinements or additional service classifications provided they align with the Centre's operational requirements and contractual objectives.</p>
	<p>Is the Level 1 Service Desk provided internally by ITCILO or by one of its suppliers? If not, please clarify how L1 Service Desk is managed.</p>	<p>Level 1 Service Desk services are currently provided by an external contractor engaged by the Centre. The Service Desk acts as the primary point of contact for end users and performs first-level support activities. Incidents requiring escalation to the services covered by this RFP are transferred to the Contractor in accordance with the agreed operational and escalation procedures.</p>
SLA, KPI and performance	<p>Are the indicated SLAs currently being met by the incumbent supplier?</p>	<p>The Centre generally considers the current service levels to be satisfactory. However, bidders should not make assumptions based on the performance of the incumbent Contractor. The successful Contractor will be expected to meet the service levels defined in the RFP and to continuously identify opportunities for service improvement.</p>
	<p>Do the SLA times (response and resolution) run from the moment the user reports the issue to 1st level or from the moment the ticket is assigned to the supplier (2nd level)?</p>	<p>SLA response and resolution times are measured from the moment a ticket is assigned or escalated to the responsible Contractor, or opened directly with that Contractor where applicable. Time spent with another support provider, contractor, or service desk before escalation does not count towards the Contractor's SLA measurements.</p>
	<p>Have penalties been applied in the last 12 months?</p>	<p>No</p>
	<p>Are historical SLA reports available?</p>	<p>No</p>
	<p>Are there additional KPIs compared to those indicated in the RFP?</p>	<p>The KPIs defined in the RFP represent the Centre's current requirements. The successful Contractor may propose additional KPIs, metrics, reporting measures, or service improvement indicators where they provide operational value and support the objectives of the managed service.</p>

	How is end-user satisfaction measured?	End-user satisfaction is primarily measured through the Centre's Service Desk processes and user interactions. The successful Contractor may propose additional customer satisfaction measures, feedback mechanisms, or service quality indicators as part of the overall service management model.
Economic model and cost structure	What primary driver should the monthly fee be based on (tickets, users, infrastructure)?	The Centre does not prescribe a specific pricing basis for the monthly service fee. Bidders are free to propose the commercial model they consider most appropriate. The proposed pricing model should clearly describe the assumptions, service coverage, and factors used to determine the monthly fee.
	Is a price review foreseen in the event of volume changes?	The RFP already provides for review where service volumes or scope change significantly. In particular, the 20% growth threshold defined in the RFP should be considered cumulatively over the duration of the contract. Bidders should clearly describe the assumptions, parameters, and sizing factors underpinning their proposed pricing model, together with the mechanism that would apply should those assumptions change significantly during the contract term. Where growth, expansion, or changes in scope approach or exceed the defined threshold, the Centre and the Contractor shall review the impact on services, effort, and commercial arrangements and agree on an appropriate way forward.
	Is historical cost data of the current service available?	NO
	What is the estimated percentage split between core activities and extra activities?	The Centre does not have a predictable and formal percentage split between core activities and extra activities. Bidders should base their proposals on the scope defined in the RFP and clearly identify any assumptions regarding what is included in the core managed service and what would be treated as additional or project-based activities.
	Are minimum thresholds or minimum bundles of activities included in the monthly fee foreseen?	The Centre does not prescribe a specific commercial or service consumption model, nor does it define minimum activity thresholds or bundled quantities to be included in the monthly fee. Bidders are encouraged to propose a model that provides mutual benefit, delivers predictable service outcomes, and aligns with the operational requirements of the Centre. The proposal should clearly describe the services included, the underlying assumptions, any applicable thresholds or sizing parameters, and the approach to managing significant changes in service volume or scope.

Risks, dependencies and constraints	Are there legacy applications or critical non-standard systems?	Yes. The Centre operates a limited number of legacy and non-standard systems that continue to support specific business functions. The Centre's strategy is to progressively modernize and rationalize the environment where operationally and financially justified. Some legacy systems are already identified for future decommissioning or replacement. Detailed information regarding such systems, dependencies, and associated plans will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
	Does the service depend on third-party suppliers (application management, vendor)?	Yes. The environment includes systems and services that are supported or managed by third-party vendors and service providers. The Contractor will be responsible for the Windows infrastructure, operating systems, and Microsoft platforms supporting these services. Certain applications hosted on the environment are vendor-managed and may rely on Microsoft infrastructure services such as Active Directory, Microsoft Entra ID, authentication, access management, email, and related platform services. The Contractor will be expected to collaborate with third-party providers where necessary to troubleshoot and resolve issues across service boundaries.
	Are there SLAs linked to external systems not directly managed?	Yes. Certain services hosted on the Centre's infrastructure are supported by third-party vendors under separate support arrangements and service level agreements. While the Contractor may not be directly responsible for the application-level SLA of such services, the underlying Microsoft and Windows infrastructure supporting them falls within the scope of this RFP. The Contractor will be expected to work collaboratively with the relevant vendors where infrastructure dependencies affect service availability, performance, or incident resolution.
	Current level of automation of operational processes?	The Centre is unable to provide detailed information regarding the current level of automation of operational processes at this time. The successful Contractor will have the opportunity to assess existing operational procedures, automation capabilities, and improvement opportunities during the Transition, Discovery, Governance & Security Baseline Phase.
	Are there any known single points of failure?	The Centre cannot conclusively confirm the existence or absence of single points of failure at this time.
	Structure and size of the internal IT team?	The Centre's internal IT team consists of approximately 11 professionals assigned across a range of technology portfolios, including network and Windows

Governance and operational relationship		infrastructure, cybersecurity, data analytics, and application and systems development.
	Identification of the operational contact person and escalation levels?	The names, roles, contact details, escalation paths, and designated operational contacts for the services covered by this RFP will be provided to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase. The operational and governance model, including communication channels, escalation procedures, and points of contact from both the Centre and the Contractor, shall be agreed as part of the service onboarding process.
	Frequency of the required governance meetings?	Quarterly
	Type and format of the required reports (standard or custom)?	The type, format, content, frequency, and level of detail of operational, service, security, and management reports will be agreed between the Centre and the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase. The Centre is open to both standard and custom reporting approaches, provided they support effective service governance, performance monitoring, and decision-making.
	Level of involvement expected in project and enhancement activities?	The Contractor will be expected to support project and enhancement activities where they relate to, depend upon, or impact the services and platforms covered by this RFP. Projects requiring significant implementation, migration, transformation, or project-level effort may be treated as separate activities and may be subject to separate commercial arrangements. The Centre does not guarantee that all such projects will be awarded to the Contractor and reserves the right to procure project services through other channels where appropriate. Where a project affects systems, platforms, or services within the scope of this RFP, the Contractor will be expected to collaborate with the Centre and any third parties involved to ensure continuity, integration, operational readiness, and ongoing support.

## Clarifications to questions received by 10 June 2026

### Question

Annex 4 lists the MFA platform "Entrust Identity Essentials (formerly SMS Passcode)" under "App Management by 3rd party", while the SOW (Authentication & Federation Services) refers to Entra ID MFA "based on Entrust". We understand that the Entra ID integration and the Access management are considered under the scope of the requested services. Can you, please, confirm if our understanding is correct?

### Response

Microsoft Entra ID administration and governance form a core part of the Identity and Access Management (IAM) services covered by this RFP. This includes the management and operation of Entra ID authentication services, access management, MFA, Conditional Access policies, federation, RBAC, and related identity integrations as described in the Statement of Work and Annex 8.

The Centre currently utilizes Entrust Identity Essentials as part of its authentication ecosystem. The management of its integration with Microsoft Entra ID and the associated identity and access management processes remain within the scope of the requested services.

The Centre intends to progressively decommission Entrust Identity Essentials and consolidate authentication and MFA services within Microsoft Entra ID and other modern authentication platforms where technically, operationally, and financially appropriate. If the transition extends to the tenure of the new contract, the successful Contractor will be expected to support the existing environment, provide recommendations, and assist the Centre in planning and executing this transition.

The selected Contractor will be expected to administer, support, secure, and optimize the overall IAM ecosystem, including integrations between Entra ID and supported authentication services.

### Question

The Statement of Work and Annex 7 address a mandatory 30-day Transition, Discovery, Governance & Security Baseline Phase and details the deliverables to be produced under this phase. We note that the Financial Proposal section details pricing for core services, rates for additional activities, work outside of the business hours and for extraordinary activities, but does not explicitly request a separate cost for this Transition and Discovery Phase. Could you please clarify if the costs associated with this mandatory Transition Phase should be included as a distinct line item in the Financial Proposal?

### Response

The mandatory 30-Day Transition, Discovery, Governance & Security Baseline Phase shall be priced separately in the Financial Proposal and clearly identified as a distinct line item from the recurring managed service fees and any other pricing elements.

For clarification, the Centre intends to implement an overlap and handover period where a newly appointed Contractor, if different from the incumbent, will commence the Transition, Discovery, Governance & Security Baseline Phase approximately thirty (30) calendar days before the expiration of the current contract. During this

period, the incumbent Contractor will continue to deliver services under the existing contract, while the incoming Contractor will perform the transition activities described in the RFP and Annex 7.

This transition period shall be considered part of the new contract and shall be compensated in accordance with the pricing proposed by the successful Contractor for the Transition, Discovery, Governance & Security Baseline Phase.

If the incumbent Contractor is re-awarded the contract, the Transition, Discovery, Governance & Security Baseline Phase shall still apply as specified in the RFP and Annex 7. The purpose of the phase is to re-validate documentation, governance, security controls, privileged access assignments, and the overall environment baseline. These activities shall be performed as part of the contract services and shall **NOT** be priced, invoiced, or compensated separately.

### Question

SLA-1 "Downtime per System outage" states a 99.5% availability target for the Centre's main IT services. While the availability percentage and its measurement based on monitoring data are clearly detailed, the document "RFP - Microsoft Technologies Services" does not explicitly define the operational hours during which this SLA applies. We observe that other sections, such as "Service Request Response and Resolution Times per Priority" differentiate between 'Business Hours' and 'Weekend hours' for ticket handling. However, this distinction is not explicitly carried over to the calculation of the overall system availability target. Could you please clarify whether the 99.5% availability target for SLA-1 is measured strictly during business hours and weekend hours (8:00 to 19:00), or if it is intended to apply to a 24/7 (twenty-four hours a day, seven days a week) operational period?

### Response

The 99.5% availability target defined under SLA-1 applies on a 24x7 basis and is not limited to the service desk operating hours indicated in the Service Delivery section.

For the purpose of SLA-1, system availability shall be measured continuously (24 hours per day, 7 days per week) based on monitoring system data, subject to the exclusions expressly identified in the RFP, e.g. power failures.

### Question

The Financial proposal requires to specify rates for additional activities, work outside of the business hours and for extraordinary activities. We understand that those rates should be detailed per profile (Service Manager, System Administration Team). Could you, please, confirm if our understanding is correct?

### Response

Yes, correct. Please provide rate for the indicated profiles.

### Question

Can you please confirm that subcontracting or consortia (joint tenders) are allowed for this specific Request for Proposal.

### Response

Yes, it is allowed. The technical proposal shall clearly indicate the tasks/activities that will be subcontracted and how the service will be organized delivered in order to ensure efficiency and coordination.

**Question**

Our tender is presented by a Consortium comprising two companies belonging to the same group of companies. We understand that the eligibility criteria can be complied with in a consolidated manner by the members of a Consortium

**Response**

Yes, correct.

**Question**

We would appreciate your guidance on whether participation through a Joint Venture (JV)/Consortium arrangement is permitted under this RFP. This clarification will assist us in determining the most appropriate approach for our potential participation.

**Response**

Yes, it is allowed. The technical proposal shall clearly indicate the tasks/activities that will be subcontracted and how the service will be organized delivered in order to ensure efficiency and coordination.

**Question**

**Microsoft ADFS**

- Are the ADFS configurations stored in a Windows Internal Database (WID) or in a dedicated SQL Server cluster?

**Response**

The Centre is actively working to decommission the current AD FS infrastructure and intends to complete this activity before the commencement of the new contract. As such, bidders should not assume that AD FS will form part of the steady-state managed environment during the contract term. The Centre's identity strategy is centered on Microsoft Entra ID and modern authentication mechanisms. Any residual AD FS-related activities, dependencies, or follow-up actions identified during the transition period shall be reviewed jointly between the Centre and the successful Contractor.

- Relying Party Trust (RPT) Support: How many external SaaS or internal applications are currently integrated?

**Response**

The Centre currently has a number of existing integrations between its identity platform and internal and external applications. In addition, the Centre periodically acquires new services, adopts new technologies, or develops new applications that may require integration with its Identity and Access Management (IAM) platform.

For the purposes of this procurement, the volume of such integrations is relatively limited, and new integration requests occur only occasionally. Bidders should note that authentication configuration, federation setup, SSO enablement, and identity integration activities within the Microsoft ecosystem form part of the core operational scope as described in the Statement of Work and Annex 8.

- Are there custom "Claim Rules" or "Attribute Store" queries (e.g., custom SQL/LDAP lookups) which require specialized logic to maintain?

**Response**

The Centre has a limited number of applications and integrations that rely on Active Directory and LDAP-based authentication or directory queries.

Detailed information regarding specific integrations, dependencies, and authentication mechanisms will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

- Is ADFS integrated with an MFA provider (e.g., Duo, RSA)? Does the scope include managing the MFA adapter/agent?

### **Response**

Authentication services, MFA integrations, federation services, and related identity and access management components form part of the scope of the requested services as described in the Statement of Work and Annex 8.

While detailed configuration information regarding specific authentication integrations, federation relationships, MFA implementations, adapters, agents, and platform dependencies that are not included in the RFP or its Annexes will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase, the Centre is actively working to decommission the current AD FS infrastructure and intends to complete this activity before the commencement of the new contract. As such, bidders should not assume that AD FS will form part of the steady-state managed environment during the contract term. The Centre's identity strategy is centered on Microsoft Entra ID and modern authentication mechanisms. Any residual AD FS-related activities, dependencies, or follow-up actions identified during the transition period shall be reviewed jointly between the Centre and the successful Contractor.

Where MFA adapters, agents, connectors, or integration components are required to support the Centre's authentication services, their operational management shall be considered part of the overall Identity and Access Management service scope.

- What kind of technology is used to load-balance ADFS traffic (e.g., F5 Big-IP, NetScaler, Azure Load Balancer)? Will the provider manage these appliances as part of the "Infrastructure" scope?

### **Response**

The Centre currently utilizes Citrix NetScaler (Citrix ADC) technology for load-balancing and secure access functions within the environment.

The operational management, maintenance, security, monitoring, and lifecycle management of infrastructure components supporting the services covered by this RFP form part of the requested service scope. This includes infrastructure components that support authentication, federation, remote access, application delivery, and related platform services.

### **Question**

#### **Monitoring**

- Is monitoring currently managed by the supplier or by the customer?

The Centre confirms that monitoring of the services covered by this RFP forms part of the Contractor's responsibilities.

As described in the Statement of Work, the Contractor shall ensure that systems are continuously monitored, that alerts are appropriately configured and maintained, and that alerts are acted upon in a timely manner to support the secure, reliable, and continuous operation of the managed services.

The Contractor shall assess the existing monitoring arrangements during the Transition, Discovery, Governance & Security Baseline Phase and implement any enhancements deemed necessary to meet the service requirements and contractual obligations.

Where the Contractor determines that additional monitoring capabilities, tools, or solutions are required to effectively deliver the contracted services, the Contractor shall provide and operate such capabilities as part of its service delivery model, unless otherwise agreed with the Centre.

- Is there an existing standard and documented monitoring framework, or does it need to be redesigned during the initial phase?

The Centre does not prescribe a specific monitoring framework. The Contractor shall assess the existing monitoring arrangements during the Transition, Discovery, Governance & Security Baseline Phase and implement any improvements required to meet the contractual requirements.

The Centre is ISO27001:2022 certified and expects monitoring practices to align with recognized governance, security, and operational best practices.

#### **Question**

- Which kind of monitoring tools are currently in use?

The Centre currently utilizes a combination of monitoring tools and platform-native monitoring capabilities across its infrastructure and services.

Detailed information regarding specific monitoring implementations will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

The Centre is open to the use of alternative monitoring tools proposed by the Contractor, provided they support the contractual requirements and are supplied and operated within the Contractor's proposed commercial model.

#### **Question**

- In addition to standard monitoring metrics (such as service availability, disk space, and CPU usage), which technical aspects should be given particular attention during the initial phase? For example:
  - service availability
  - scheduled jobs and tasks
  - application performance
  - infrastructure events
  - backup status
  - capacity and resource utilization
  - alerts and operational thresholds

During the Transition, Discovery, Governance & Security Baseline Phase, the Contractor is expected to gain a complete understanding of the Centre's technical environment, including system configurations, architecture,

service dependencies, operational processes, and support model. The Contractor shall assess the effectiveness and completeness of the existing monitoring arrangements and identify any gaps or areas for improvement.

Particular attention should be given to service availability, application health and performance, scheduled jobs and automated tasks, infrastructure and security events, backup and recovery status, capacity and resource utilization, authentication and identity services, alerting effectiveness, and operational thresholds.

A key objective of this phase is the validation, creation, and maintenance of service documentation, including service dependencies, operational procedures, physical and logical architecture diagrams, network and application flows, integration points, and other documentation required to establish a complete operational baseline for the managed services.

The Contractor may recommend additional monitoring capabilities or documentation improvements where necessary to support the contractual service levels and operational requirements.

## Question

### Infrastructure Farms

- Which infrastructure typologies are currently in place?
- On-premises
  - Physical servers, Virtual servers
- Cloud
  - Cloud providers in use, IaaS / PaaS / SaaS environments
- Virtualization
  - VMware environments or other virtualization platforms
  - Cluster configurations and High Availability (HA) setup

The Centre operates a hybrid identity model based on OnPrem Active Directory Domain Services (AD DS) and Microsoft Entra ID for online identity. The Centre utilizes Microsoft cloud services, including SaaS and platform services that integrate with the on-premises environment.

The primary infrastructure is hosted on-premises and consists predominantly of virtual servers running on VMware infrastructure. The environment is designed with high-availability capabilities and includes clustered virtualization hosts.

Detailed technical configurations, architecture, dependencies, and implementation specifics will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

## Question

### Hardware Support

- Is there an active hardware support agreement in place?
- Who is responsible for:
  - routine maintenance
  - component replacement
  - incident handling
  - lifecycle management (EOL / EOS)?

- Are the following available:
  - hardware inventory
  - support coverage levels
  - vendor escalation contacts?

The Centre manages its own data center infrastructure and maintains separate hardware maintenance and support agreements for the underlying physical infrastructure.

The Contractor will be expected to coordinate with the Centre and relevant vendors, as required, to support incident resolution, service continuity, capacity planning, and lifecycle management of the services covered by this RFP.

Should the Contractor identify gaps, risks, capacity constraints, end-of-life concerns, or opportunities for improvement, the Contractor is expected to provide recommendations to the Centre.

Any proposals for additional hardware, infrastructure upgrades, or changes to support arrangements shall be reviewed and agreed with the Centre through the established governance processes.

## Question

### ITSM / Ticket Management

- Is the ITSM process managed through ManageEngine or another platform?
- Are tickets managed directly by ITC ILO or by an external provider?
- If the ticketing tool is owned by the supplier:
  - Is it possible to export the full ticket history?
  - Can the following also be exported:
    - attachments
    - SLA history
    - operational notes
    - categories and workflows
    - historical reporting?

The Contractor shall provide and operate its own IT Service Management (ITSM) processes and tooling as part of its service delivery model.

The Centre currently utilizes ManageEngine ServiceDesk Plus primarily for internal ServiceDesk operations. The incumbent service provider operates its own ITSM platform and manages service tickets independently of the Centre's internal service management processes.

Bidders are free to propose their preferred ITSM platform, service management processes, workflow designs, reporting models, and SLA management approaches, provided they meet the requirements of the RFP.

The availability and transferability of historical ticket data, attachments, operational notes, SLA records, workflows, and reporting information from third-party systems cannot be guaranteed and should not be assumed when preparing proposals.

Where operationally beneficial, and subject to adequate planning, governance review, technical feasibility, security requirements, and acceptable cost implications, the Centre may consider integration between the Contractor's ITSM platform and the Centre's internal service management systems.

## Question

## Citrix Farm

### VDI Objectives

- Which are the main business and technical objectives of the VDI solution? (e.g., workspace standardization, remote work enablement, security, operational efficiency, business continuity, faster onboarding, legacy application access, etc.)

The primary objective of the VDI solution is to provide secure teleworking capabilities for staff and authorized users, enabling access to Centre resources and applications from remote locations.

The VDI environment also supports secure access to internal applications and services, business continuity, centralized management, and the protection of organizational data by reducing the need for direct access to internal systems from unmanaged devices.

### Question

#### User Base and Capacity

- How many users currently access the VDI environment?
  - Total number of users?
  - Average concurrent users?
  - Peak concurrent users?
- Are there growth projections for the next 12–36 months?

The VDI environment is designed to support up to 300 users. Concurrent usage is typically below 100 users; however, the Centre may require significantly higher levels of concurrent access during periods where teleworking becomes mandatory or is otherwise extensively utilized.

Bidders should therefore consider both normal operating conditions and the potential for increased or maximum remote access demand when proposing their service model.

### Question

#### Image Management and Update Cycle

- How frequently are VDI images updated? With Regular update frequency (weekly/monthly/quarterly)?
- Golden image approach: Development → Testing → Production process?

The Centre does not prescribe a specific VDI image management methodology or update frequency.

The Contractor shall implement and maintain appropriate image lifecycle management processes, including testing, validation, change control, deployment, and rollback procedures, in accordance with industry best practices, vendor recommendations, security requirements, and the Centre's operational needs.

### Question

#### CURRENT CITRIX ENVIRONMENT & ARCHITECTURE

- Could you provide a Citrix architecture diagram of the current environment?
- Which Citrix platform is currently deployed (CVAD), and is it on the Long Term Service Release (LTSR) or Current Release (CR) servicing track?
- What Citrix and Windows Server versions are currently running for each of the following components?
  - Delivery Controllers
  - StoreFront

- Citrix Director
- Citrix Licensing
- VDAs (Virtual Delivery Agents)
- Citrix Workspace app
- Could you confirm the current volumes for the following?
  - Worker groups / Machine Catalogs
  - Delivery Groups
  - Published applications
  - Windows VDIs
  - Windows application servers
  - Concurrent users
- How is the environment structured — single-site or multi-site, multi-region, and is it configured for high availability?
- Which hypervisor platform underpins the environment (VMware, Nutanix AHV, Hyper-V, or other)?
- Is Citrix provisioning managed through Machine Creation Services (MCS), or by another method?
- Are the desktop environments persistent, non-persistent, or a combination of both?
- Are any GPU or HDX 3D Pro workloads in use?

Detailed information regarding the current Citrix implementation, architecture, versions, configurations, sizing, provisioning methods, high-availability design, published resources, user profiles, and related platform dependencies will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

The service is designed to accommodate up to 300 users and provide secure access to applications hosted on-premises, including Exchange email through Microsoft Outlook and network shared drives.

The Centre expects the successful Contractor to assess, validate, document, support, and optimize the existing environment and to recommend improvements where appropriate.

For the purposes of this procurement, bidders should base their proposals on the information provided in the RFP and Annexes.

Contractors are free to propose the service delivery, operational, monitoring, lifecycle management, and support models they consider most appropriate to effectively support the Centre's user base and business requirements.

## Question

### NETSCALER (CITRIX ADC) FOOTPRINT

- Which NetScaler appliances are in use — VPX, MPX/SDX, or a combination?
- Are the NetScalers running in high-availability (HA), cluster, or standalone configuration?
- What is the current NetScaler firmware version deployed?
- Is NetScaler Console (ADM) deployed for centralised management, or is each instance managed directly/independently?
- Is Citrix Gateway used for external Citrix access, internal access, or both?
- Is the Web Application Firewall (WAF) active, or is only the base ADC functionality in use?
- Is there any content switching or load balancing beyond Citrix traffic (for example, other applications fronted by the ADC)?
- Could you provide an architecture diagram of the NetScaler environment?

Detailed information regarding the current Citrix ADC (NetScaler) implementation, architecture, versions, configurations, high-availability design, and related platform dependencies will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

The Centre currently utilizes Citrix ADC technologies to support secure remote access, web application firewall (WAF) capabilities, and load-balancing services for multiple applications and services, including Citrix access and Exchange services. Citrix Gateway is utilized for both internal and external access scenarios.

The Centre expects the successful Contractor to assess, validate, document, support, secure, and optimize the existing environment and to recommend improvements where appropriate.

In collaboration with the Centre, the Contractor may propose changes to the architecture, configuration, operational model, or support approach, provided such changes do not adversely affect service availability, security, supportability, or result in unapproved additional costs to the Centre.

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
1	A. Scope & boundaries	SOW §Description of Services; Annex 6	End-user workstation patch deployment and remediation are stated out of scope, yet ~250–300 physical workstations are listed and the service includes lifecycle management of desktop/client VMs and 2nd-level support to the Service Desk. Could you confirm the exact boundary between in-scope (servers, VDI, client VMs, server-side endpoint patch infrastructure) and out-of-scope (physical end-user device support)?	<p>Physical endpoint support, troubleshooting, and routine patch deployment activities remain outside the scope of this RFP and are primarily handled through the Service Desk function.</p> <p>The scope of this RFP includes the administration, configuration, governance, security, and operational management of the platforms and services that enable endpoint management and endpoint security. This includes, but is not limited to, Microsoft Intune, Microsoft Entra ID, Active Directory Domain Services (AD DS), Group Policy, Configuration Manager (where applicable), RBAC, identity and access management policies, device management policies, and related supporting infrastructure.</p> <p>Example: If the Service Desk is unable to enroll a new device into Intune, troubleshoot a Hybrid Entra ID Join failure, or resolve a device compliance or policy deployment issue, the matter shall be escalated to the Contractor for investigation and remediation of the underlying platform and configuration.</p> <p>The Contractor is expected to ensure that these platforms are properly configured, maintained, secured, documented, and operating effectively to support endpoint management, compliance, and patching processes across the environment.</p> <p>In addition, the Contractor is responsible for patch management and lifecycle management of the server infrastructure, including Windows Server operating systems and server-hosted workloads covered by this RFP.</p> <p>Where the Service Desk encounters issues related to the underlying Microsoft platforms, identity services, endpoint management infrastructure, policies, or supporting systems, such issues are escalated to the Contractor for second-level support and resolution.</p>
2	A. Scope & boundaries	SOW §Description of Services	The SOW references '2nd level of support to the Service Desk'. Is there a 1st-level Service Desk operated by ITCILO or by another provider, and what is the ticket hand-over / escalation interface and tooling between L1 and our team?	<p>The Centre currently utilizes a separate Service Desk provider to deliver first-level (L1) support services. Under the current operating model, the Service Desk provider manages incidents and requests within the Centre's service management processes (ManageEngine ServiceDesk Plus). Where escalation is required, the Service Desk provider creates a corresponding ticket in the relevant support provider's ITSM platform and includes all relevant incident details, troubleshooting activities, diagnostic information, and supporting evidence necessary to facilitate second-level investigation and resolution.</p> <p>The Centre recognizes that alternative integration and escalation models may be available. Bidders are therefore free to propose efficient service management, ticketing, workflow, integration, and escalation approaches, provided they support effective collaboration, accountability, auditability, and compliance with the service requirements defined in the RFP.</p>
3	A. Scope & boundaries	Annex 4 (VM list)	Several application servers are flagged 'App Management by 3rd party' (e.g., HRS/IRISWeb, Microstrategy, ManageEngine ServiceDesk Plus, Axis, Building Management). Is our responsibility limited to the OS/infrastructure layer (availability, patching, monitoring) with functional application support remaining with the third parties?	<p>In general, application-specific functional support for systems identified as being managed by third parties remains the responsibility of the respective application service providers.</p> <p>However, the Contractor remains responsible for the underlying Microsoft infrastructure, operating systems, identity services, monitoring, security, availability, patch management, backup, recovery, and other platform services that support these applications.</p> <p>The Contractor may also be required to collaborate with third-party application providers to investigate, troubleshoot, and resolve incidents where dependencies exist between the application layer and the underlying infrastructure, identity, network, database, security, or platform services covered by this RFP.</p>
4	A. Scope & boundaries	SOW §10; Annex 8 §3	Microsoft Teams telephony: the SOW says operational management applies 'once implemented'. Is a Teams telephony / PABX migration planned during the 2+2 term, and is the current PABX/VoIP (win-voipsrv) in scope in the meantime?	<p>The current PABX/VoIP platform is outside the scope of this RFP.</p> <p>The Centre is evaluating the potential future implementation of Microsoft Teams Telephony. Should Microsoft Teams Telephony be implemented during the term of the contract, its operational management, administration, support, and governance would fall within the scope of the services covered by this RFP, as described in the Statement of Work.</p>

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
				<p>At this stage, bidders should not assume that a Teams Telephony implementation project will occur during the contract term.</p>
5	A. Scope & boundaries	SOW §7; Annex 8 §2	<p>AD FS is marked for phased decommissioning. Is the contractor expected to execute the AD FS decommissioning within the core monthly service, or is it a separately-priced project (daily-rate) activity?</p>	<p>The Centre is actively working to decommission the current AD FS infrastructure and intends to complete this activity before the commencement of the new contract. As such, bidders should not assume that AD FS will form part of the steady-state managed environment during the contract term.</p> <p>The Centre's identity strategy is centered on Microsoft Entra ID and modern authentication mechanisms. Any residual AD FS-related activities, dependencies, remediation actions, or follow-up work identified during the Transition, Discovery, Governance &amp; Security Baseline Phase shall be reviewed jointly between the Centre and the successful Contractor.</p> <p>Should any additional migration, redesign, remediation, or decommissioning activities be required after contract commencement, the scope, priorities, timelines, and commercial arrangements for such activities shall be determined jointly by the Centre and the Contractor in accordance with the provisions of the RFP.</p>
6	A. Scope & boundaries	SOW §5	<p>Is a migration away from Citrix VDI/ADC to an alternative platform anticipated during the contract term? If so, the design/build would be a separate project, but it would affect operational sizing.</p>	<p>The Centre may evaluate alternative solutions to the current Citrix platform during the contract term as part of its ongoing efforts to provide efficient, secure, and cost-effective remote access services.</p> <p>Any design, migration, implementation, or deployment activities associated with a replacement platform would be treated as a separate project and would not form part of the core managed service scope. Should such a transition occur, the Centre's intention would be to maintain substantially equivalent business capabilities and service levels. The resulting operational environment is not expected to materially increase the Contractor's support obligations beyond those required to support the current service.</p> <p>Once implemented and transitioned into production, the operational management, administration, monitoring, support, maintenance, security, and lifecycle management of the replacement platform would form part of the core managed services scope under this RFP.</p> <p>The specific scope, timelines, responsibilities, and commercial arrangements for any such project would be agreed separately between the Centre and the Contractor.</p>
7	A. Scope & boundaries	SOW §6	<p>Is a migration from on-premises Exchange 2019 to Exchange Online planned within the term? This drives both transition risk and the steady-state operational load.</p>	<p>The Centre does not currently have immediate plans to migrate from on-premises Exchange 2019 to Exchange Online during the contract term.</p> <p>Should the Centre decide to pursue such a migration in the future, the approach, scope, timelines, responsibilities, and commercial arrangements would be discussed and agreed with the Contractor. Any migration, implementation, or deployment activities would be treated as a separate project and would not form part of the core managed service scope.</p> <p>If Exchange Online is implemented during the contract term, its ongoing operational management, administration, monitoring, support, security, and governance would form part of the core managed services scope under this RFP.</p>
8	A. Scope & boundaries	Annex 8 §4	<p>Annex 8 states the Centre is NOT currently using Azure IaaS/PaaS capabilities. Is any Azure adoption planned in the 2+2 period that we should anticipate within the operational scope?</p>	<p>The Centre currently utilizes a limited number of Microsoft Azure services that require minimal operational support.</p> <p>The Centre does not currently have immediate plans for significant Azure IaaS or PaaS adoption or expansion during the contract term. However, technology requirements may evolve over time.</p> <p>Should the Centre decide to expand its use of Azure services, the approach, scope, operational responsibilities, and any associated project activities would be discussed and agreed with the Contractor. Any significant implementation or migration activities would be treated as separate projects.</p>

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
				<p>Once implemented and transitioned into production, the ongoing operational management, administration, monitoring, support, security, and governance of Azure services would form part of the core managed services scope under this RFP.</p>
9	A. Scope & boundaries	SOW §10 NB (20% growth)	<p>The 20% infrastructure-growth threshold: how is 'infrastructure growth' measured (number of VMs, vCPU/RAM, number of users)? What is the agreed mechanism and pricing once the threshold is exceeded?</p>	<p>The 20% infrastructure growth threshold is not measured solely by the number of virtual machines. The Centre will consider the overall growth of the managed environment, including factors such as the number of managed servers and services, platform complexity, integrations, users, identities, workloads, and the associated operational effort required to support them.</p> <p>The purpose of the threshold is to identify situations where the managed environment has materially expanded beyond the scope and assumptions on which the original service pricing was based. Activities involving the administration, configuration, optimization, troubleshooting, integration, and operation of existing platforms and services are generally considered part of the core managed service scope. For example, configuring identities, permissions, service principals, connectivity, policies, workflows, or governance controls within existing Microsoft platforms would normally be considered operational activities.</p> <p>Conversely, the implementation of new systems, platforms, services, architectures, or significant business solutions may be treated as separate projects where additional funding, resources, or specialist effort is required. By way of example, configuring access and governance for an existing Microsoft Fabric environment would generally fall within the managed service scope, whereas designing and implementing a new solution to collect data from on-premises applications, deploy supporting infrastructure, establish synchronization mechanisms, and integrate that data into Microsoft Fabric for analytical purposes would typically constitute a separate project.</p> <p>Where the Centre or the contractor determines that an activity constitutes a separate project, the Contractor may be invited to submit a financial proposal. However, the Contractor shall not have exclusive rights to perform such project work. The Centre reserves the right to procure project services through alternative procurement mechanisms or third-party providers where this is considered operationally or financially advantageous.</p> <p>Should the threshold be exceeded, the Centre and the Contractor shall review the impact on service delivery and agree on an appropriate commercial and operational approach in accordance with the provisions of the contract.</p>
10	B. Volume & sizing	SOW §Service Volume; Annex 5	<p>The Service Volume states 'an average of 100 tickets in the last one year'. Could you confirm whether this figure is per year or per month, and provide the breakdown by priority (Critical/High/Medium/Low) and by type (incident / service request / change)? (Annex 5 shows ~22 major changes over 12 months.)</p>	<p>The figure of 100 tickets refers to a true annual volume for a particular period and is provided for indicative purposes only. Bidders should treat this information as an example of historical activity rather than a guaranteed or representative future workload.</p> <p>Ticket volumes, priorities, and types may vary significantly from year to year depending on operational requirements, technology initiatives, business priorities, incidents, upgrades, lifecycle activities, and other factors.</p> <p>Similarly, the number of recorded changes should not be interpreted as a direct indicator of effort. The effort associated with a change can vary considerably depending on its complexity, risk, dependencies, testing requirements, implementation approach, and business impact. For example, the creation of a Domain Administrator account may represent a relatively simple technical task but still require formal change management due to its security implications and potential impact on the environment.</p> <p>Conversely, certain activities may require substantial planning, implementation effort, testing, and project management and may therefore be treated as separate projects rather than operational tickets or routine changes. For example, a major platform upgrade, such as the implementation or upgrade of a Configuration Manager (SCCM) environment, may constitute a project activity and be managed</p>

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				separately from the day-to-day managed service scope. The Centre is unable to provide a detailed breakdown of historical tickets by priority, category, or type at this time.
11	B. Volume & sizing	Annex 4	Annex 4 lists ~115 VMs; the summary references groupings labelled 'Enwenta', 'Nais', 'Sorint'. Could you clarify the meaning of these groupings and the current provider/management split across the estate?	The labels "Enwenta", "Nais", and "Sorint" refer to managed service providers that, at the time of reporting, were assigned dedicated management workstations within the environment. These labels do not represent ownership of, or management responsibility for, the associated virtual machines. They are provided for identification and administrative purposes only. The successful Contractor will be expected to review, validate, and document the management responsibilities, dependencies, and support arrangements applicable to the in-scope services during the Transition, Discovery, Governance & Security Baseline Phase.
12	B. Volume & sizing	Annex 4; Annex 7	Could you confirm the server virtualization platform and version (the VM inventory export — Powerstate: poweredOn and the guest-OS naming — suggests VMware vSphere/ESXi), including the number of hosts and clusters, vCenter management, and any hyperconverged or shared-storage dependencies?	The Centre utilizes VMware-based virtualization infrastructure with high-availability capabilities and clustered hosts to support the managed environment. Detailed information regarding virtualization platform versions, host counts, cluster configurations, vCenter architecture, storage dependencies, capacity allocations, and related implementation details will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase. For the purposes of this procurement, bidders should base their proposals on the information provided in the RFP and Annexes. The successful Contractor will be expected to assess, validate, document, support, and optimize the virtualization environment as part of the managed services scope.
13	B. Volume & sizing	Eligibility; SOW	How many named users and how many mailboxes (on-prem Exchange + EOP) are in scope? Eligibility cites '200 users' — please confirm the exact current figures.	The environment currently supports approximately 262 named users and is sized for up to 300 named users, including permanent staff, temporary staff, contractors, guests, and other licensed users. The Centre maintains up to approximately 500 identities, including user accounts, shared accounts, service accounts, and other directory objects, as well as approximately 500 security groups. Bidders should note that some legacy identities and groups may require review and cleanup. The messaging environment includes up to approximately 500 mailboxes, including user, shared, resource, calendar, and service mailboxes.
14	B. Volume & sizing	SOW §5; Annex 4	For the Citrix environment, how many concurrent users and published desktops/apps are served, and how many master images are maintained?	The Citrix environment is designed to support up to approximately 300 users and is currently utilized by approximately 200 users. Concurrent usage is typically below 100 users; however, the Centre may require maximum levels of concurrent access during periods where teleworking becomes mandatory or is otherwise extensively utilized. Detailed information regarding published applications, desktops, master images, delivery groups, machine catalogs, and related Citrix configurations will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.
15	B. Volume & sizing	SOW §8; Annex 4	SQL Server: how many instances and databases, and approximate total data volume, are in scope?	The environment includes a maximum of approximately five SQL Server instances supporting the services covered by this RFP. The overall database footprint is relatively modest, and no unusually large data volumes are currently anticipated. Detailed information regarding databases, versions, configurations, dependencies, and storage utilization will be made available to the successful Contractor during the Transition, Discovery, Governance & Security Baseline Phase.

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
16	B. Volume & sizing	Annex 4 (w-veeam)	Backup: what is the protected data volume under Veeam, the retention policy, and the number of backup jobs? Are restore tests expected at a defined cadence?	<p>The Centre performs daily backups of server workloads at the virtual machine level. The services covered by this RFP are primarily Windows-based server platforms.</p> <p>The Contractor shall assess backup and recovery requirements and recommend appropriate backup, retention, recovery, and testing strategies for the managed services in accordance with business, operational, and security requirements.</p> <p>Backup operations are primarily performed by the Centre. The Contractor will be expected to support troubleshooting, investigation, recovery planning, and coordination activities where issues arise within the managed environment.</p> <p>Detailed information regarding backup configurations, retention policies, recovery procedures, protected workloads, and storage arrangements will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
17	B. Volume & sizing	Annex 8 §3	Could you provide the M365 licensing profile (SKUs and counts, e.g., E3/E5, Entra ID P1/P2, Defender plans)? This determines which security/governance features (e.g., PIM, Conditional Access, Defender) are actually available.	<p>The Centre currently licenses 300 users under Microsoft 365 A5 and Microsoft Entra ID Plan 2 licensing. Bidders should assume that the full feature set associated with these licensing plans is available, including capabilities related to identity and access management, Conditional Access, Privileged Identity Management (PIM), Microsoft Defender, compliance, governance, security, and related Microsoft 365 services.</p> <p>Detailed licensing assignments and service configurations will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
18	C. Environment & transition	Annex 7	Will current architecture documentation, runbooks and configuration baselines be made available to the awarded contractor at start, or must the full baseline be reconstructed during the 30-day Transition Phase?	<p>The Centre expects that all existing architecture documentation, runbooks, operational procedures, configuration baselines, inventories, diagrams, and other relevant service documentation will be transferred from the incumbent provider to the successful Contractor and shared with the Centre as part of the Transition, Discovery, Governance &amp; Security Baseline Phase.</p> <p>A key objective of this phase is to validate the completeness, accuracy, and usefulness of the documentation received. Where documentation is incomplete, outdated, unavailable, or does not meet the Centre's requirements, the Contractor shall develop a plan to create, update, or remediate the necessary documentation.</p> <p>If the incumbent Contractor is re-awarded the contract, the same expectation shall apply. The Contractor shall use the Transition, Discovery, Governance &amp; Security Baseline Phase to review, validate, update, and formally present the complete service documentation set to the Centre.</p>
19	C. Environment & transition	Annex 7 §6	Will the incumbent provide a structured knowledge-transfer/handover to the awarded contractor, and over what period? Is there any overlap window?	<p>Yes. In the event that a new Contractor is awarded the contract, the incumbent Contractor will be expected to participate in a structured knowledge transfer and transition process.</p> <p>As specified in the RFP, the Transition, Discovery, Governance &amp; Security Baseline Phase will commence 30 days prior to the expiration of the incumbent contract. During this period, both Contractors will operate in parallel to facilitate knowledge transfer, documentation review, operational handover, and service continuity.</p> <p>The incumbent Contractor will be expected to provide reasonable cooperation, access to relevant documentation, operational knowledge, procedures, inventories, and other information required to support a successful transition.</p> <p>Where the incumbent Contractor is re-awarded the contract, the same 30-day phase shall be used to validate, update, and formalize service documentation, operational baselines, and governance requirements.</p>

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
20	C. Environment & transition	Annex 7	During the 30-day Transition Phase, what level of ITCILO staff availability, VPN access and temporary administrative access can be guaranteed to complete the privileged-access audit, RBAC design and documentation baseline on time?	<p>In the event that a new Contractor is selected, and subject to the completion of contractual formalities and applicable security requirements, the Centre will make the necessary staff available to facilitate the Transition, Discovery, Governance &amp; Security Baseline Phase.</p> <p>The Centre will work with the Contractor to provision the required accounts, access permissions, connectivity, and administrative privileges necessary to perform the agreed transition activities, including discovery, documentation, privileged-access reviews, RBAC assessments, and operational knowledge transfer. Access will be granted in accordance with the principle of least privilege and the Contractor's assigned responsibilities.</p> <p>The Centre expects all accounts, permissions, and access granted to the outgoing Contractor to be reviewed and revoked as part of the transition process.</p> <p>Where the incumbent Contractor is re-awarded the contract, existing access arrangements may remain in place, subject to review, validation, and any required security, governance, or operational adjustments identified during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
21	C. Environment & transition	Annex 4 (w19-siem, monitoring VMs)	Is there an existing monitoring/SIEM platform (e.g., EventLog Analyzer) that the contractor must use, or may the contractor propose and operate its own monitoring tooling? Who owns and licenses the monitoring tools?	<p>The Centre currently owns and operates its monitoring and SIEM capabilities as part of its internal security and operational environment.</p> <p>The Contractor shall assess the existing monitoring arrangements during the Transition, Discovery, Governance &amp; Security Baseline Phase and determine their suitability for meeting the service requirements defined in the RFP.</p> <p>The Centre is open to the introduction of additional or alternative monitoring tools proposed by the Contractor, provided that such tools support the operational, security, governance, and reporting requirements of the Centre and represent an appropriate and cost-effective solution. Unless otherwise agreed, any Contractor-provided tools shall be supplied and operated as part of the Contractor's service delivery model.</p> <p>Detailed information regarding the current monitoring and SIEM implementations will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p>
22	C. Environment & transition	Annex 4 (w22-sdplus)	Is the ITSM platform (ManageEngine ServiceDesk Plus / Endpoint Central) provided and licensed by ITCILO and to be used by the contractor for ticketing and reporting, or is the contractor expected to bring its own ITSM?	<p>The Centre currently utilizes ManageEngine ServiceDesk Plus and related ManageEngine products as internal service management tools. These platforms are owned, licensed, and operated by the Centre and are primarily used to support internal IT operations and service management processes.</p> <p>The Contractor is expected to provide and operate its own IT Service Management (ITSM) platform, processes, workflows, reporting, and service delivery capabilities as part of its managed service offering. Where operationally beneficial, and subject to adequate planning, governance review, technical feasibility, security requirements, and acceptable cost implications, the Centre may consider integration between the Contractor's ITSM platform and the Centre's internal service management systems to facilitate incident management, escalations, reporting, and operational coordination.</p>
23	D. SLA / KPI / penalties	SOW §SLA-1	SLA-1 (99.5% availability) is defined 'per System outage'. Is availability measured per individual system or aggregated across the 'main IT services'? Which systems constitute the 'main IT services' covered by SLA-1?	<p>For the purposes of this RFP, SLA-1 is measured across the aggregate availability of the Windows-based services and Microsoft 365 services that form part of the core managed services scope.</p> <p>The SLA is intended to reflect the availability of the Centre's core Microsoft service ecosystem rather than the availability of each individual server, component, or platform in isolation.</p> <p>The services covered by SLA-1 include the Windows Server platforms, identity and access management services, Microsoft 365 services, messaging services, endpoint management platforms, collaboration services, and other Microsoft-based infrastructure and services identified as being within scope under this RFP.</p>

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24	D. SLA / KPI / penalties	SOW §Service Delivery	Service hours are 08:00–19:00 on both weekdays and weekends/holidays. Is there any 24/7 on-call expectation for Critical incidents outside these windows, or do response/resolution targets apply only within service hours?	<p>The service hours defined in the RFP represent the Centre's normal operating hours and form the basis for the standard response and resolution targets.</p> <p>Notwithstanding the defined service hours, the Centre expects the services covered by this RFP to remain available on a 24x7 basis. The Contractor is therefore expected to implement appropriate monitoring, operational procedures, resilience measures, and support arrangements to support this objective and minimize service disruptions.</p> <p>While incidents requiring intervention outside the defined support parameters are expected to be infrequent, bidders should anticipate the possibility of such events and propose an appropriate support model. Any intervention falling outside the defined support parameters shall be subject to the out-of-hours, extraordinary activity, or other applicable rates proposed by the Contractor and agreed with the Centre.</p> <p>Such services shall be activated by the Centre, or where immediate action is necessary to prevent or mitigate a significant service disruption, security incident, or operational risk.</p>
25	D. SLA / KPI / penalties	SOW §SLA; Table 1	Penalties: SLA-2 is 'up to 5% of monthly support cost' and SLA-1 carries per-incident penalties up to 5%. Is there an overall monthly and annual cap on cumulative penalties?	
26	D. SLA / KPI / penalties	SOW §SLA & KPIs	Could you confirm which metrics carry financial penalties (SLA-1, SLA-2) versus which are monitoring-only KPIs (KPI-1 downtime, KPI-4 patch, KPI-5 change success) with no direct penalty?	
27	D. SLA / KPI / penalties	SOW §SLA-3 exclusions	How are SLA exclusions (third-party application outages, force majeure, ITCILO-caused unavailability, dependency on client approvals) documented and agreed for the SLA/penalty calculation?	<p>SLA measurements and any associated exclusions shall be reviewed and assessed jointly by the Centre and the Contractor through the established service management and governance processes.</p> <p>Events that are demonstrably outside the Contractor's reasonable control, such as force majeure events, outages caused by third-party providers, Centre-requested service interruptions, delays resulting from required approvals, or incidents attributable to systems, services, or actions outside the Contractor's scope of responsibility, may be considered for exclusion from SLA calculations where appropriate.</p> <p>The Contractor shall maintain adequate records, evidence, timelines, incident reports, and supporting documentation to substantiate any requested exclusions. The final determination of SLA exclusions and any related service credit or penalty calculations shall be made through the agreed governance and contract management processes.</p>
28	E. Governance & security	Annex 7 §2; Annex 8 §8	The contractor must not retain unrestricted/permanent administrative control and access should be time-bound (PIM/JIT). For day-to-day operations and incident response, what is the expected privileged-access approval workflow, who approves elevation, and what is the approval response time? Will approval latency be excluded from incident-resolution SLAs?	<p>The Centre follows the principles of role-based access &amp; least privilege and expects privileged access to be managed through appropriate governance, approval, auditing, and security controls.</p> <p>The specific privileged-access operating model, approval workflows, and access management procedures shall be agreed between the Centre and the Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase and may evolve over the duration of the contract in accordance with security best practices.</p> <p>The Contractor should assume that different categories of privileged access may be subject to different controls. For example, highly privileged roles such as Global Administrator may require just-in-time (JIT) activation, approval workflows, and enhanced auditing, while other administrative roles may be assigned through permanent role-based access controls for defined periods where operationally justified.</p> <p>The Contractor shall communicate requests for new privileged access, access modifications, or elevated permissions to the Centre through the agreed governance processes. Likewise, the Contractor shall promptly notify the Centre when privileged access is no longer required so that permissions can be</p>

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
				<p>reviewed and removed as appropriate.</p> <p>Where incident resolution, operational activities, or service requests are delayed due to pending approvals, access requests, or actions required from the Centre, such delays shall be documented and may be considered during SLA reviews and assessments, subject to the agreed governance processes and supporting evidence.</p>
29	E. Governance & security	Annex 7 §5	Are the ≥2 ITCILO-exclusive tenant admin accounts and the break-glass accounts already established, or are they to be created during the Transition Phase?	<p>The Centre does not prescribe a specific administrative account model and is open to recommendations from the successful Contractor, provided they align with security best practices, governance requirements, operational needs, and the principles of least privilege and role-based access.</p> <p>The administrative access model, including tenant-exclusive administrative accounts, break-glass accounts, privileged access management arrangements, emergency access procedures, ownership, monitoring, and auditing requirements, shall be reviewed and agreed during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p> <p>The Centre expects that any proposed model will ensure appropriate separation of duties, business continuity, emergency access capabilities, and continued administrative control by the Centre.</p>
30	E. Governance & security	Annex 8 §2	Is Entra ID P2 (required for PIM) licensed today? If not, is ITCILO open to acquiring it to enable the Just-In-Time model the RFP requests?	Yes. Microsoft Entra ID P2, and all software platforms currently in use by the Centre are appropriately licensed for their intended use, including the features required to support the services described in this RFP.
31	E. Governance & security	SOW §Service Delivery; T&C 4.6	The site-to-site VPN: who provides and operates the VPN endpoints, what bandwidth is available, and are there any restrictions on the geographic location from which contractor staff may access ITCILO systems?	<p>The Centre operates and manages its own VPN services, including site-to-site connectivity with the International Labour Organization (ILO) and remote access services used by managed service providers and other authorized contractors.</p> <p>The VPN infrastructure is an internal service managed by the Centre. Detailed information regarding connectivity, bandwidth, architecture, access arrangements, and operational requirements will be made available to the successful Contractor during the Transition, Discovery, Governance &amp; Security Baseline Phase.</p> <p>The Centre does not currently impose any specific geographic restrictions on contractor access; however, all access remains subject to the Centre's security policies, approval processes, and applicable governance requirements.</p>
32	F. Commercial / financial	SOW §Financial Proposal	Should the monthly core-services rate be quoted as a fixed-team retainer, or on a ticket-based model? If ticket-based, what included ticket volume should bidders assume, and how are overages handled?	<p>The Centre does not prescribe a specific commercial model for the delivery of the managed services. Bidders are invited to propose the pricing and service delivery model they consider most appropriate, provided it meets the requirements, service levels, and objectives defined in the RFP.</p> <p>The proposed model should clearly describe how the core managed services are priced, any assumptions regarding workload or service volumes, and how activities falling outside the core scope would be handled. The Centre will evaluate proposals based on overall value, sustainability, transparency, operational effectiveness, and alignment with the requirements of the RFP.</p>
33	F. Commercial / financial	SOW §Financial Proposal	For the daily rate covering additional projects/significant changes, is there an indicative annual envelope or expected number of additional activity days, so bidders can size this component consistently?	

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
34	F. Commercial / financial	SOW §Financial Proposal	On-site transfer fee: what is the expected frequency of on-site interventions per year, so the fee can be sized realistically?	The Centre does not have a defined expectation for on-site presence under this RFP. The services covered by this RFP can be delivered primarily through remote support, administration, monitoring, and collaboration mechanisms. The Centre considers all services within the scope of this RFP to be capable of being delivered remotely, including meetings, governance activities, knowledge-transfer sessions, and operational engagements. Should on-site presence be required for exceptional circumstances, project activities, or other mutually agreed purposes, such arrangements shall be agreed between the Centre and the Contractor in accordance with the contractual provisions.
35	F. Commercial / financial	SOW §Financial Proposal; T&C 3.1	Could you confirm the price-review mechanism for the ±10% volume tolerance (e.g., linear pro-rata adjustment of the monthly fee beyond ±10%)?	
36	F. Commercial / financial	T&C 3.1 (firm-fixed)	T&C state prices are firm-fixed with no revision. For the 2+2 structure, is pricing fixed for the entire 4 years, or may it be revised at the 2-year renewal (e.g., inflation indexation)?	
37	G. Team & eligibility	Eligibility; T&C 8.2	Eligibility requires assigned resources to have an employment relationship with the Proposer. Can resources from affiliated/group companies of the Proposer's ecosystem qualify, or strictly the single legal entity? Is subcontracting part of the team permitted with prior ITCILO approval?	
38	G. Team & eligibility	Eligibility	'Redundancy of experts per technological stack': does this require at least two certified resources named per stack (primary + backup) within the proposal, and will backups be evaluated?	
39	G. Team & eligibility	Criteria 1	For the three required reference projects, must they be UN/international-organisation clients, or is any sector acceptable provided scope/scale match? Is the client contact's prior consent required before listing them?	
40	G. Team & eligibility	Criteria 3	Will the optional interviews of key personnel take place before or after award? Is the English-language requirement applied to the whole team or primarily to the Service Manager?	
41	G. Team & eligibility	SOW §Service Delivery (Remote)	Given 'Place of Work = Remote', is fully-remote delivery acceptable for the entire team, with no mandatory on-site presence in Turin for any role (on-site only on request via transfer fee)?	Yes. The Centre considers fully remote service delivery acceptable for all roles covered by this RFP. There is no mandatory requirement for the Contractor to establish or maintain an on-site presence in Turin. The services covered by this RFP can be delivered remotely through appropriate technical, operational, and collaboration mechanisms. Should on-site presence be required for exceptional circumstances, project activities, workshops, or other mutually agreed purposes, such arrangements shall be agreed in advance between the Centre and the Contractor and may be subject to the applicable on-site transfer and travel provisions defined in the Financial Proposal.

#	Category	RFP reference	Clarification question (EN – to ITCILO)	ITCILO answer
42	H. Contractual / submission	FAQ #1; Annex 1 & 2	Annex 1 (General Conditions) and Annex 2 (NDA) must be signed as-is. Is there any flexibility on the liability provisions (e.g., liquidated damages 0.3%/day up to 10%, indemnification), or are redlines strictly excluded?	
43	H. Contractual / submission	Eligibility; Criteria 1	ISO/IEC 27001 is described as 'an asset'. Does the absence of ISO 27001 affect eligibility (pass/fail), or only the technical score? Is a specific certification scope required (e.g., managed services)?	ISO/IEC 27001 certification is not a mandatory eligibility requirement and its absence does not automatically disqualify a bidder from participating in this procurement. Where held, ISO/IEC 27001 certification may be considered as evidence of the bidder's information security management practices and organizational maturity. The Centre does not require certification against a specific ISO/IEC 27001 scope. However, bidders are encouraged to provide details of any applicable certifications, including the certification scope, issuing body, validity period, and relevance to the services covered by this RFP.
44	H. Contractual / submission	SOW §Submission	The financial proposal must be password-protected. When and to whom should the password be communicated, and is a specific PDF/encryption standard required?	
45	H. Contractual / submission	Content of Proposal	Is there a page limit for the Technical Proposal, and are CVs, certifications and reference letters counted within any such limit?	
46	H. Contractual / submission	Data Sheet; Annex 7	Is the 1 November 2026 start date firm? Is there any flexibility on the timing of the 30-day Transition Phase relative to go-live (e.g., partial overlap with the incumbent)?	<p>The Centre confirms that the contract start date of 1 November 2026 is firm.</p> <p>For the purpose of knowledge transfer, the Centre expects the mandatory 30-Day Transition, Discovery, Governance &amp; Security Baseline Phase to be completed in accordance with the timelines defined in the RFP. Limited adjustments to transition activities may be considered where operationally justified; however, the Centre does not anticipate significant flexibility in the overall transition schedule.</p> <p>The Centre's primary objective is to ensure proper knowledge transfer continuous service coverage and a seamless transition between service providers (in the event that a new contractor is selected). Accordingly, bidders should assume an overlap period between the incumbent and incoming Contractor where required and should not assume any period during which the services would operate without contracted support.</p>