

Call for tenders

**Chief Digital Project Manager: website management project
(consultant)**

11 November 2025

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1 Introduction

1.1 Profile of the UPU

The Universal Postal Union (UPU) was founded in 1874 in Berne, Switzerland, with the main goals of establishing a single postal territory for the reciprocal exchange of letter-post items and adopting common principles for the international postal service in a non-discriminatory manner. Currently comprising 192 member countries, the UPU became a specialized agency of the United Nations in 1948.

The main mission of the UPU is to stimulate the lasting development of efficient and accessible universal postal services of quality, in order to facilitate communication between the inhabitants of the world. It does this by guaranteeing the free circulation of items over a single postal territory composed of interconnected networks, encouraging the adoption of fair common standards and the use of technology, ensuring cooperation and interaction among stakeholders, promoting effective technical cooperation, and ensuring the satisfaction of customers' changing needs. The UPU is thus expected to play a major role in the continued revitalization of postal services.

Furthermore, the UPU facilitates the development of worldwide postal services by providing an information and communication technology framework that allows the designated operators¹ of UPU member countries to concentrate on the delivery of postal services to their customers. In this context, the UPU provides a global network with value-added services, as well as computerized applications for the management of international mail and international postal money orders.

2 Terms and conditions

Unless otherwise indicated in this call for tenders, the term "Bidder" shall refer to any person, submitting a proposal in response to this call for tenders. The term "Vendor" shall refer to any selected bidder.

2.1 Confidentiality

Bidders shall treat in strict confidence all information contained in this call for tenders and its attached documents that is not already publicly known or generally accessible, particularly any documentation marked as confidential and distributed by the UPU to Bidders as additional confidential tender documentation. Bidders shall prevent the disclosure or distribution of all such information to third parties and other entities and persons not expressly authorized herein. In case of doubt, these confidentiality provisions shall nevertheless be observed. All Bidders are obliged to observe these confidentiality provisions before, during and after the tender process. These provisions shall not affect the legal obligations of the UPU and Bidders to disclose information.

Bidders shall not use such information for any purposes other than those associated with this call for tenders. The call for tenders and all attached documents may be distributed or made available only to persons directly involved in the tender process on behalf of Bidders. If external agents or subcontractors are involved in the preparation of the tender documents, this must be indicated and their names provided in the participation notification (see section 2.14).

Bidders shall assume full responsibility for the compliance of their agents, consultants, employees and subcontractors, as well as any third parties involved on their behalf in this tender process, with these rules of confidentiality, and shall be liable for any damages resulting from misconduct or unauthorized disclosure.

If a Bidder violates the confidentiality provisions contained herein, it shall be liable to pay a penalty to the UPU unless it can prove that no fault is attributable to it. This penalty shall not exceed 50,000 CHF per infringement. Payment of any such penalties shall not release Bidders from their obligation to observe these confidentiality requirements.

¹ In accordance with article 2.1.6 of the UPU Constitution, a designated operator is any governmental or non-governmental entity officially designated by the member country to operate postal services and to fulfil the related obligations arising out of the Acts of the Union on its territory.

Bidders wishing to submit a proposal in response to this call for tenders must contact the person(s) specified in section 2.15 below and may, if necessary, request additional information from the UPU in relation to this call for tenders.

Without prejudice to the confidentiality provisions set out above, Bidders agree that the receipt of any such information may be subject to the prior signature of a non-disclosure agreement between the Bidder and the UPU, under conditions to be determined and communicated by the latter.

2.2 Legal status of the Vendor

The Vendor shall be regarded as having, in law, the legal status of independent contractor. The Vendor shall in no way be regarded as employee of the UPU and shall not be entitled to any employment benefits from the UPU. The Vendor shall represent and warrant that it will comply with all laws, rules and regulations required by the relevant authorities, including the appropriate withholding, reporting and payment of all necessary taxes. The Vendor shall be liable for all work performed, including any acts or omissions,

2.3 Scope of the call for tenders

This call for tenders concerns the provision of website project management consultancy services to the UPU for an initial period of six (6) months, with the possibility of renewal depending on project requirements and the availability of funds.

2.4 Background

The Universal Postal Union (UPU) is a specialized agency of the United Nations composed of 192 member countries, serving as the primary forum for cooperation among postal sector stakeholders. It plays a vital role in ensuring an interconnected and efficient postal network, fostering the development of modern postal services and solutions.

The UPU public website is a key communication tool for engaging with Member Countries, partners and the general public. However, an internal audit and user feedback identified significant challenges with the current site, including outdated content, an overly complex structure (approximately 1,500 pages), cumbersome workflows, and technical limitations linked to the content management system (CMS). The last website redevelopment project did not deliver fully satisfactory results, and the system is now running on an outdated version of Kentico CMS, 12.0.103.

In response, the UPU has established a short-term website improvement project, governed by the IT Steering Committee and supported by a dedicated working group of directorate focal points. The project aims to simplify and restructure the public website, reduce the number of pages to around 500, improve workflows, and implement targeted technical enhancements. These measures will immediately improve usability and efficiency, while also preparing the ground for a longer-term redevelopment of the website on a modern content management system.

2.5 Objectives

The UPU seeks to engage one individual to serve as Chief Digital Project Manager (Consultant) for an initial period of six (6) months, with the possibility of renewal depending on project needs and available funds.

The objectives of these services are to reduce the public website from approximately 1,500 to around 500 pages, ensuring that content is accurate, user-friendly and aligned with UPU branding, tone and style. The role will include streamlining editorial workflows, enhancing governance processes, and implementing targeted technical improvements in close collaboration with Web Administrators, the Communication Team, and Directorate focal points. Working under the supervision of the Project Lead and the oversight of the Steering Committee, the consultant will also prepare the foundation for the long-term redevelopment project, scheduled to begin in 2026, by drafting the scope, strategy, and Terms of Reference for the next phase.

2.6 Use of subcontractors

The Vendor shall not assign, sublicense, subcontract, pledge or otherwise transfer or dispose of its tender, or any of the rights and obligations contained therein or in an associated contract with the UPU, without the prior

written consent of the UPU.

The approval by the UPU of the engagement of any subcontractor shall not relieve the Vendor of any of its obligations or responsibilities concerning the work performed by such subcontractors.

2.7 Use of the emblem, name and initials of the UPU

Bidders shall not advertise or otherwise make public the fact that they intend to provide, are providing or have provided services to the UPU, or use the emblem, name or initials of the UPU in connection with their business for purposes of commercial advantage or goodwill, without prior and explicit permission from the UPU. Bidders shall take all reasonable measures to ensure compliance with this provision by their agents, consultants, employees and subcontractors.

2.8 Collusive bidding, anti-competitive practices and any other similar conduct

Without prejudice to the provisions in sections 3 and 4 below, Bidders (including their agents, consultants, employees and subcontractors) shall not engage in any collusive bidding, anti-competitive practices or any other similar conduct in relation to:

- the preparation and submission of tenders;
- the clarification of tenders;
- the conduct and content of any negotiations, including final contract negotiations.

For the purposes of this call for tenders, collusive bidding, anti-competitive practices and any other similar conduct may include the disclosure to, or exchange or clarification with, any other Bidder of information (in any form), whether or not such information is confidential to the UPU or to any other Bidder, in order to alter the results of the call for tenders in such a way that would lead to an outcome other than that which would have been obtained through a competitive process. In addition to any other remedies available to it, the UPU may, at its sole discretion, immediately reject any tender submitted by a Bidder that, in the UPU's opinion, has engaged in any collusive bidding, anti-competitive practices or any other similar conduct with any other Bidder in relation to the preparation or submission of tenders, whether with respect to this call for tenders or other procurement processes conducted by the UPU.

2.9 Intellectual property

This call for tenders and all its attached documents, including any content, forms, statements, concepts, projects and procedures explicitly or implicitly forming part of the call for tenders, constitute the exclusive intellectual property of the UPU. This call for tenders is communicated to the various Bidders with the sole purpose of assisting them in the preparation of their respective tenders. Any hard copies of this call for tenders shall be destroyed or returned to the UPU by unsuccessful Bidders at the request of the UPU.

2.10 Privileges and immunities

Nothing in or relating to this call for tenders, the activities described herein or any potential agreements related thereto shall be deemed as a waiver, expressed or implied, of any of the privileges, immunities and facilities that the UPU enjoys as a specialized agency of the United Nations system, pursuant to the Swiss Host State Act and the Agreement on Privileges and Immunities of the United Nations (on Swiss territory), the Convention on the Privileges and Immunities of the Specialized Agencies (outside Switzerland), and any other conventions and laws recognizing and/or granting such privileges, immunities and facilities to the UPU and its officials (such as the International Organizations Immunities Act in the case of the United States of America).

Accordingly, the Vendor shall expressly acknowledge and agree that the property and assets of the UPU, including any archives, data, documents and funds belonging to the UPU or held by it (including, without limitation, the data/hosting environments and servers pertaining to or associated with the provision of the services, as well as any data or documents in any form belonging to or held by the UPU on behalf of UPU member countries and their designated operators), are inviolable and shall be immune from search, requisition, confiscation, expropriation and any other form of interference, whether through executive, administrative, judicial or legislative action. The Vendor shall immediately contact the UPU in the event of any attempt to violate or any violation of the UPU's privileges and immunities, and shall take all reasonable measures to prevent such violations.

In the light of the UPU's status as a specialized agency of the United Nations (and without prejudice to the observance, by the UPU, of any sanctions established by the United Nations Security Council), Bidders shall expressly certify their legal and operational willingness and ability to provide the services on a non-discriminatory basis for the benefit of all eligible entities established and/or situated in the territory of any UPU member country, irrespective of the existence of diplomatic relations between a Bidder's country of incorporation and/or operation and any UPU member country (including its designated operators).

2.11 Tax exemption

Pursuant to article III, section 9, of the Convention on the Privileges and Immunities of the Specialized Agencies, the UPU is exempt from all direct taxes and from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use.

Furthermore, as an intergovernmental organization and a specialized agency of the United Nations, the UPU is exempt from value-added tax (VAT) in Switzerland (OLTVA, article 22; *Instructions 2001 sur la TVA*, articles 574, 816 and others), as well as in other countries. Therefore, all prices shall be indicated in "net" form, without VAT or similar taxes.

2.12 Language

Bidders must submit all tender documents entirely in English language.

2.13 Signature

Tender documents shall be signed by a representative (or representatives) duly designated and authorized to act on the Bidder's behalf and with the authority to legally bind the Bidder and accept the terms and conditions of this call for tenders.

2.14 Participation notification

Upon receipt of this call for tenders, Bidders shall send confirmation of participation to the contact person(s) listed in section 2.15 by the deadline indicated in section 2.20.

2.15 Contact persons

Secretary of the Tenders and Procurements Committee
Universal Postal Union
International Bureau
Weltpoststrasse 4
3015 BERNE
SWITZERLAND

E-mail: caa@upu.int

2.16 Further inquiries and questions

Bidders must send any questions regarding the content of this call for tenders or any requests for clarification in writing to the contact person(s) listed in section 2.15 by 24 November 2025

Answers to questions submitted by Bidders, as well as any additional information and updates relevant to this call for tenders, shall be published on the UPU website at www.upu.int/en/Universal-Postal-Union/Procurement.

2.17 Delivery of tenders and deadline

All tenders must be submitted to the UPU by e-mail only at RFP-2025-034@upu.int with "RFP-2025-034 – Chief Digital Project Manager: website management project (consultant)" as the subject line.

The deadline for the submission of tenders is **8 December 2025 at 17.00 CET**.

The UPU shall not take into consideration any tenders received after this date and time. Furthermore, it shall not accept any tenders sent to any e-mail address other than that specified above or sent by any other means.

There shall be no charge to the UPU for the preparation and submission of tender documents by Bidders.

2.18 Evaluation procedure

The objective of the UPU's evaluation process is to ensure the selection of a qualified, reliable and experienced Vendor capable of providing the specialized services and fulfilling the objectives set out in this call for tenders.

The UPU shall conduct its evaluation procedure with a view to determining as objectively as possible the tender that best meets its specific requirements. All tenders submitted shall be subject to an in-depth assessment, at the UPU's sole discretion, in order to enable the UPU to engage the most appropriate service provider. Due consideration will be given to Bidders' specific backgrounds, qualifications and experience in relation to the required services.

The prescribed structure of tenders, as set out in section 3, is mandatory for all Bidders. The UPU shall not take into consideration any tenders that do not fulfil the mandatory criteria.

Tenders received by the UPU must address all aspects of this call for tenders, and Bidders should identify any aspects where they envisage modifications being necessary or consider elements to be missing.

Tenders shall be evaluated on the basis of the following criteria, in descending order of importance:

- Quality of the tender (according to the specifications herein);
- Knowledge and experience of the Bidder, as applicable to the subject matter;
- Price.

The winning tender will be selected based on a non-exhaustive list of criteria as set out in section 4. Bidders should therefore consider how their tender corresponds with the criteria listed and clearly indicate this in their response document.

The deliberations of the UPU Tenders and Procurements Committee (TPC) are strictly confidential. The TPC shall submit a report on its evaluation of the tenders received to the Director General of the UPU International Bureau, together with its final recommendation, for his assessment and authorization.

The UPU is not bound to accept the lowest tender and reserves the right to accept all or part of a tender. In awarding the contract, account will be taken of both the overall costs of the work and of the nature and quality of the services to be provided. The UPU reserves the right to negotiate prices and terms and conditions of contract after receipt of tenders.

Bidders will be informed of the outcome of their tender as soon as possible after the UPU has made its final selection.

2.19 Modification, suspension or cancellation of the call for tenders

The UPU reserves the right, at its sole discretion and at any time before the conclusion of the tender process (i.e. at any time prior to the signature of the relevant contract with the Vendor), to modify, suspend or cancel all or part of this call for tenders.

2.20 Tentative schedule

Publication of call for tenders	11 November
Deadline for submission of participation notification	Not applicable
Deadline for submission of queries	24 November 2025
Deadline for provision of responses to queries	1st December 2025

Deadline for submission of tenders to the UPU	8 December 2025 at 17.00 CET
Estimated start of engagement	1 February 2026

3 Tender structure – Response format

All information provided by Bidders must be fully compliant with the terms and conditions set out in section 2 above, as well as the provisions of this section and the service requirements listed in section 4 below.

Moreover, the requirements stipulated in this call for tenders must be met in their entirety, according to the structure defined below and following the sequence and numbering provided in this section. The UPU shall evaluate all Bidder responses in accordance with the structure defined herein and shall have the right to reject any tenders that do not fulfil the requirements of this call for tenders.

For each of the requirements listed in this call for tenders, Bidders shall answer with one of the following statements:

- Covered;
- Covered with limitations (explaining relevant limitations);
- Not covered.

Where the answer is “covered” or “covered with limitations”, Bidders shall provide further details and/or examples of existing implementations of their solution in the field (existing use cases).

3.1 Cover letter

Bidders shall submit a cover letter including:

- A statement that the Bidder has read, understands and accepts all provisions of this call for tenders;
- The Bidder's name, telephone number, postal address and e-mail address, and the name(s) of its representative(s);
- A statement that the Bidder's tender documents are valid for a minimum period of 120 days.

The cover letter shall be signed by a representative (or representatives) duly designated and authorized to act on the Bidder's behalf and with the authority to legally bind the Bidder and accept the terms and conditions of this call for tenders, and shall also include a confirmation of such authorization by the Bidder.

3.2 Bidder information

Bidders must provide the following information:

- A CV demonstrating relevant professional experience in communication, content creation, and stakeholder engagement.
- A proven portfolio of previous work showcasing expertise in areas such as digital content development (brochures, infographics, newsletters), and strategic communication materials, particularly in international or multistakeholder settings.
- Copies of relevant diplomas or certifications to verify educational and professional qualifications.
- A letter of motivation outlining the consultant's interest in the role and how their expertise aligns with the objectives of this call for tenders.

3.3 Pricing conditions

Bidders shall provide a monthly rate in CHF for the services proposed.

Bidders shall not include VAT in their pricing conditions (see section 2.11 above). All pricing information shall be set out exclusively in CHF. **Offers not provided in CHF will be excluded.**

3.4 Delivery and payment schedule

The target dates for provision of the services are as follows:

Start date: 1 February 2026

End date: 31 July 2026

The delivery and payment schedules shall be determined by the UPU. The services provided by the Vendor shall be invoiced in arrears on a monthly basis. The UPU will make payment within 30 business days of receipt of invoice..

3.5 UPU General Terms and Conditions

Bidders shall include in their tender a statement of acceptance of the [UPU General Terms and Conditions for the Provision of Services](#).

The final terms of any contract arising from this call for tenders shall be defined by the UPU and accepted by the Vendor. Contract negotiations shall commence only after the final selection of a Vendor by the UPU.

4 Service requirements

4.1 Description of the services

The scope of this consultancy is strictly limited to the public website www.upu.int. The UPU documentation centre, Members workspace and the intranet are not included in the scope of this short-term project. The consultant will, however, identify content that could be earmarked for future migration to the workspace (to be undertaken under the long-term redevelopment project led by DPTC). The intranet is similarly excluded from this project but will ultimately benefit from the new technologies selected for the workspace.

The Vendor will be expected to provide the following services:

- Overall project management & coordination:
 - Lead the day-to-day management of the UPU website improvement project.
 - Work under the supervision of the Project Lead, who oversees overall coordination and reports to the Steering Committee.
 - Provide regular progress reports, risk assessments and proposals for prioritisation and arbitration to the Project Lead, and prepare documentation and progress reports for Steering Committee meetings chaired at Executive Management level.
- Delivery of four project phases (See annex 1 for more detailed KPIs and roles)
 - Phase 1: Diagnostic (One month): Create a sitemap; Audit technical and editorial aspects; classify existing content into categories: pages to be retained on the public website, simplified/reorganized, earmarked contents without added public value for future migration to the workspace, or simply deleted; analyze workflows and inefficiencies; review functionalities and enhancement needs.
 - Phase 2: Planning (Two months): Create a project sitemap; Define the public website simplification plan and draw up a roadmap; establish content and workflow governance guidelines; provide information and recommendation trainings to backend-contributors and train them on new processes;.
 - Phase 3 (Two months): Implement content simplification and reorganization; reduce the number of public-facing pages from approximately 1,500 to around 500; update remaining content to align with UPU priorities; implement targeted technical improvements (search bar, widgets, mobile fixes).
 - Phase 4 – Testing & Validation (15 Days): Conduct usability tests; address bugs and minor issues; validate final content and workflows before full deployment. Planning long-term solution (15 Days): : Elaborate and draft the scope, strategy and Terms of Reference for the next phase of the project.

4.2 Bidders requirements

Bidders shall be experienced website project management professionals, with strong expertise in:

- Leading end-to-end website lifecycle projects, from needs assessment and content audits to planning, implementation, testing and deployment.
- Delivering public website simplification and restructuring projects, including large-scale content reduction, user experience improvement and workflow governance.
- Managing projects that involve multiple stakeholders, balancing the requirements of communications, IT, and senior management in an international or multistakeholder context.
- Overseeing coordination between technical service providers, internal IT teams, and the Communication team, ensuring alignment between technical and communication needs and its implementation.
- Ensuring long-term sustainability of website solutions by preparing for CMS migration and integration with other digital platforms (workspace, intranet).

Bidders are also expected to:

- Demonstrate strong facilitation skills to coordinate with multiple directorates and ensure timely delivery of contributions.
- Deliver clear, high-quality written outputs (e.g. workflows, plans, reports) in English; proficiency in French is considered a strong asset.
- Demonstrate a record of satisfactory performance in similar assignments (reference letters and/or completion certificates).
- Operate as independent consultants (not firms).

Bidders shall demonstrate a record of satisfactory performance in similar activities (i.e. reference letters and/or work completion certificates). The business transactions and activities carried out by the Bidder must be compliant with the mandates and principles of the UPU.

Bidders not operating as independent consultants will not be accepted.

4.3 Assessment criteria

Bidders will be assessed based on a scoring system of up to 100 points, focusing exclusively on qualifications, experience, and suitability for the role.

A short list shall be established on the basis of the following criteria:

<i>Criteria</i>	<i>Points obtainable</i>
Relevant professional experience – track record in website project management, content architecture projects and digital transformation in an international context.	40
Quality of previous work/portfolio – demonstrated ability to deliver simplification, workflows, and strategic project documents.	40
Language proficiency – strong English communication skills (mandatory); French proficiency an asset.	10
Education and certifications – relevant academic background and/or certifications in project management, IT or digital communication.	10

Bidders shall provide evidence of their ability to meet these requirements by means of a list of references.

Shortlisted bidders might be contacted for an interview, as part of the evaluation procedure.

4.4 Duration of services

The services are scheduled to commence in XX 2025 for a period of six 6 months.

4.5 Location of the services

The Consultant shall work partly on-site from the headquarters of the UPU in Berne, Switzerland, for the duration of the contrat

4.6 Other requirements

Bidders shall also confirm that their tender covers all costs associated with the provision of the services referred to herein. Any other costs to be incurred by the Vendor, including any travel and subsistence costs incurred in the provision of the services at locations other than its own premises and specifically designated by the UPU, shall be subject to the prior written consent of the UPU. No other fees shall be paid, with the exception of reimbursement of other unavoidable costs incurred for successful delivery of the services, which shall also be subject to the prior written consent of the UPU.

4.7 Expected outcomes

- A simplified and well-structured public website, with clear, updated content, reduced from roughly 1,500 pages to 500 pages, ensuring quick information access through optimized navigation logic.
- Improved publication workflows and governance processes.
- Targeted technical enhancements to improve usability and accessibility.
- A fully documented content audit, including identification of pages to be simplified, retained, or earmarked for migration to the workspace.
- Draft scope, strategy and Terms of Reference for the long-term redevelopment.
- A clear delineation of scope, ensuring the short-term consultancy delivers only on the public website, while preparing for integration with future workspace and intranet technologies.
- A solid foundation for CMS migration and full redevelopment of the new Website.

4.8 Additional Information

Bidders may include any additional information that they deem necessary or relevant in order for the UPU to gain a clear and detailed understanding of the services being offered.