

TENDER #RFP 2025-022

Dear Bidders,

We received a large number of questions, please note that due to the workload and the technical nature of some questions, the responses provided may not be exhaustive. However, with the annexes shared, we trust that bidders will have sufficient information to prepare their proposals.

To assist you in preparing your proposal for the maintenance and enhancement of the EMS website, we are pleased to share Annex 1 – “EMS Website Functional Scope” and Annex 2 – “General-terms-and-conditions”. This document provides a comprehensive overview of the website’s architecture, functionalities, and content management structure.

Please note that while this document was originally developed in **2020** based on **Drupal 8**, the website has since been **upgraded to Drupal 10**. Bidders should take this into account when reviewing system architecture, module compatibility, and proposed solutions.

Purpose of this Document

This annex will help you understand key aspects of the current website, including:

- User roles and permissions
- Content types and navigation structure
- Existing integrations, including tracking and authentication
- Content management workflows and security considerations

Key Considerations for Your Proposal

While this document serves as a useful reference, bidders should:

- Ensure that all proposed solutions are fully compatible with Drupal 10.
- Review hosting, caching mechanisms, and security features based on current best practices.

Should any clarifications be needed, we encourage bidders to seek further details as necessary.

Thank you for your interest in this project. We look forward to your proposals.

QUESTIONS		ANSWERS
	Requirements of IT (Web) Production Environments	
1	Number of production environments (live environments)?	There is a live production environment, and a separate environment may exist for staging/testing.
2	Typical (average) number of non-production environments required per production environment, e.g. dev, test, UAT etc	A staging/testing environment is likely required, but bidders should propose an approach aligned with best practices.
3	Per month number of requests the production environments generate (http / https requests) a. If you do not have requests, pageviews from Google Analytics also work	Exact figures are unavailable.
4	Per month bandwidth the environments generate (TB)	Information not available.
5	Is a CDN required?	A CDN is not explicitly mentioned in the functional scope, but bidders should assess and propose a solution to optimize performance.
6	Is a WAF required?	Bidders should propose a security solution, including WAF, if deemed necessary.
7	What is the cache ratio at the CDN level (if applicable)	The website uses Drupal's built-in caching and Search API. Any additional CDN-level caching should be proposed by bidders.
8	Storage requirements (per site if possible) a. Database size in GB b. File storage size in GB	The website stores various content types, including reports, tracking data, and media files, but no specific size limitations are mentioned. Bidders should propose storage solutions based on estimated needs.
9	How much memory does your memcached / redis cache currently use? (if applicable)	The website leverages Drupal's caching mechanisms, but there is no Memcached or redis cache.
10	Could you please specify the caching mechanisms used (e.g., Redis, Memcached, Varnish)?	No specific caching mechanism, only the native Drupal cache is used
11	Guaranteed Uptime for production environments (99.9% or 99.95%)? a. Are there selected projects which require 99.99% guaranteed uptime?	99.9% uptime is expected. If bidders propose higher availability, they should justify the cost implications.

QUESTIONS		ANSWERS
12	Any non-standard integrations or tech requirements (e.g. SOLR, ElasticSearch)	The website uses a Drupal Search API implementation. If SOLR or ElasticSearch is recommended, bidders should justify the need.
13	Any special data privacy requirements (GDPR, ...)	See attached General-terms-and-conditions.
14	Any special data sovereignty requirements (own cluster)	See attached General-terms-and-conditions.
15	Which layout mechanism is used on the website (e.g., Paragraphs, Paragraph Layout, Layout Builder)?	The website uses the "Paragraphs" module for flexible content management.
16	What features are available within private areas of the website?	Private areas include EMS member-specific content, tracking data, reports, and restricted news updates.
17	What are the main daily operations performed by contributors?	Content management includes adding news, reports, and operator details. The admin interface also supports broadcast and event management.
18	Is a publication workflow in place?	Publication workflows are managed through user roles (e.g., EMS Unit can create and modify content).
19	What level of documentation is available for the existing application?	Functional documentation can be provided during a handover
20	How are document updates currently managed?	Documents such as reports are uploaded and processed via an FTP-based system integrated with the website.
21	Could you please share your preferred security standards (e.g., ISO 27001, SOC 2) for the project?	Bidders should propose security frameworks that align with industry standards.
22	Could you please let us know what security measures are in place, such as SSL certificates, firewalls, or security modules?	SSL is in place. Other security measures should be reviewed and improved as necessary.
23	Are there any performance or security concerns with the current Drupal setup, or any pain point for site?	Bidders should conduct an assessment and propose improvements if needed.
	Maintenance Services	

QUESTIONS		ANSWERS
24	Project management services are mentioned in sections 4.1.1. Corrective maintenance as well as 4.1.3 Evolutionary maintenance, while the pricing table from 3.6 includes a line item for "Management". Could you please clarify how should project management services be quoted in the financial offer and/or explain what is understood by "Management services"?	We have developed the 3.6 price structure to facilitate comparison between bidders. You can choose to include the management fee in the other services.
25	In chapter 4.1.1. Corrective Maintenance, it is stated that Corrective Maintenance will be calculated at a fixed price. Could you please clarify whether Preventive Maintenance should also be calculated at a fixed price, or if it should be based on a predefined budget agreed upon by both parties, for the tasks as outlined in chapter 4.1.2. Preventive Maintenance?	It should be based on a predefined budget agreed upon by both parties, for the tasks as outlined in chapter 4.1.2. Preventive Maintenance
26	In chapter 4.1.3. Evolutionary maintenance, it is mentioned that these services will be provided upon request and within the framework of a predefined budget agreed upon by both parties. To facilitate quoting these services, could you please provide an indication of the estimated effort in man days, based on your previous experience?	No information available.
27	Similarly, for continuous learning services, could you provide a range of effort estimation based on your prior experience, such as the number and duration of training sessions per year and per location (on-site vs remote)?	Training can be online.
28	In chapter 4.1.1. Corrective Maintenance, it is stated that the price is calculated based on a percentage of the total development costs. Could you please clarify whether the term "development costs" refers to evolutionary maintenance services and explain the foreseen contractual flow for corrective maintenance services?	Left over from the previous tender, not relevant now as no development is requested.
29	For the Technical Expertise criteria, should we provide detailed CVs for the proposed staff, or is it sufficient to provide only summarized profiles?	Summarized profiles are sufficient
30	As mentioned in the RFP document, we need to provide a customer reference list with descriptions of similar projects and reference letters or work completion certificates. Is it acceptable if we only provide client details instead?	A list of clients and high level summary of the work is sufficient.
31	Could you kindly provide us with historical data on the volume of work involved in supporting this website?	Difficult to estimate.
32	Could you share statistics regarding the maintenance history of the ems.post website, including issue management data (e.g., number of open tickets, severity levels, resolution times) for 2024 and 2023?	Information not available.

QUESTIONS		ANSWERS
33	Does UPU have an in-house ticketing system for managing issues and requests?	No.
34	Could you share website statistics, such as daily/monthly page views, traffic peaks, average concurrent users, and average visit duration?	Information not available.
35	Will the transition to future Drupal versions (beyond Drupal 10) be part of the project scope?	If needed
36	Does UPU have a preferred identity provider (e.g., Azure AD, Okta), or will it remain Drupal CAS?	There is no strict preference; the decision will be based on budget constraints and technical feasibility. Bidders may propose solutions such as Azure AD, Okta, or continuing with Drupal CAS
37	Is there any flexibility in technology choices, or is Drupal mandatory for the implementation?	No preference, budget constraint may be the key factor.
38	How many custom modules are present in your Drupal instance? How many contributed modules are installed in your Drupal instance?	13 modules custom, 55 modules contributed installed
39	Have there been any known performance issues with MariaDB?	No
40	Are there any specific coding standards or best practices followed?	The site follows Drupal Coding Standards and PSR-4/PSR-12 conventions
	Hosting services	
41	Could you kindly inform us of the current hosting arrangement for this website?	The website is hosted on a platform managed by the current service provider.
42	Are there any restrictions regarding the cloud / hosting platform in terms of the geographic data location? Preferred region for hosting?	See attached General-terms-and-conditions.
43	Are there any specific regional data residency requirements for hosting that we should be aware of?	See attached General-terms-and-conditions.
44	On which platform is the EMS website solution currently operating?	The website was originally built on Drupal 8 (as per the 2020 document attached) but has since been upgraded to Drupal 10. All proposals should be compatible with Drupal 10 and consider future upgradeability.

QUESTIONS		ANSWERS
45	Which service provider is currently responsible for the provision of maintenance (corrective, preventive and evolutionary) and hosting services for the EMS website?	Information not communicated.
46	Are you satisfied with your current provider? If not, what specific challenges or limitations have you faced? Is the current service provider allowed to submit a proposal as well?	We confirm that we are satisfied with the current provider and yes, he is allowed to submit a proposal.
47	Transitioning from the existing provider to a new one typically requires additional effort and may result in disadvantages compared to the current provider's offer. How will this be considered in the decision-making and comparison process?	Given the budgetary constraints, the related costs will have a considerable impact.
48	Is UPU open to migrating the website to cloud services such as Azure?	I believe that in the last tender cloud hosting was ruled out but don't know the current UPU rules.
49	Could you provide an overview of the current maintenance workload, particularly for corrective and evolutive maintenance?	Information not available.
50	Could you kindly provide an estimate of the monthly volume of bug fixes or change requests?	Information not available.
51	How is scaling currently managed in case of high traffic spikes?	We don't expect high traffic spikes
52	Are legal entities within the providers group treated as subcontractors or not?	See attached General terms and conditions.
53	Do corporate groups also count as subcontractors?	See attached General terms and conditions.
54	3.8 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, attached hereto for reference. Where can we find the Terms and Conditions?	General Terms and Conditions are now available online on UPU tender page: https://www.upu.int/fr/union-postale-universelle/achats .
55	Are there any further documents?	Annex 1 and Annex 2 are now available on UPU tender page: https://www.upu.int/fr/union-postale-universelle/achats .
56	Could you kindly share if there are any performance monitoring tools currently in use?	No
57	How is the current backup strategy for the database and codebase managed?	Bidders are encouraged to propose a robust backup strategy in line with best practices.

QUESTIONS		ANSWERS
58	Could you kindly provide an overview of the major modules in the current application?	Search API, Paragraphs, Webform, CAS (authentication), Pathauto, Google Analytics, and Metatag handling core functionalities.
59	What are the standard business hours for support, and is 24/7 support required? Could you confirm whether a 24/7 managed hosting service is required?	5/7 business hours for support. We confirm 24/7 managed hosting service.
	Service Level Agreement, technical questions	
60	How does UPU classify bugs in terms of severity, and what are the expected SLAs for each classification?	Critical: Immediate resolution required (e.g., website down, security breaches). Major: High-priority issues affecting key functionality. Minor: Non-urgent functional issues. Cosmetic: UI-related improvements. Bidders should propose response and resolution times for each classification.
61	Does UPU have specific Recovery Time Objective (RTO) and Recovery Point Objective (RPO) requirements?	It is up to the bidders to propose RTO.
62	Who would be responsible for disaster recovery planning and testing - UPU or the vendor?	It is up to the bidders to suggest a recovery strategy.
63	Will there be any new authentication methods introduced, such as MFA, OAuth2, or SAML?	The site already uses CAS SSO for authentication and no additional authentication methods are planned
64	Could you kindly share any available documentation related to integrating the tracking module and Customs Declaration System?	There is no tracking module or Customs Declaration System integration on this Drupal site - only standard analytics tracking is implemented via Google Analytics and Google Tag modules.
65	Will API access be provided for tracking module and Customs Declaration System integrations, or is it limited to iframe embedding?	N/A
66	Are there any upcoming plans for integrating third-party services or APIs?	No
67	Could you kindly let us know if the current application has any third-party integrations (e.g., plugins or APIs)?	CAS SSO

QUESTIONS		ANSWERS
68	How are critical issues currently escalated and managed within UPU's environment?	Direct contact between the provider and the EMS team.
69	As mentioned in the TOR, we should provide UPU staff with both on-site and remote training. Could you clarify the required frequency for on-site visits?	The importance here is the remote training on website management, on-site visit can be at the beginning of the contract.
70	Will the training sessions cover only website management, or will infrastructure training also be included?	Only website management
71	Could you kindly clarify the expected handover deliverables, such as documentation, source code, and credentials?	Existing functional documentation, source code and credentials. No handover workshops are expected.
72	Will the vendor need to assist with knowledge transfer at the end of the contract?	Yes, given the technical knowledge required for this project, knowledge transfer is important.
73	As mentioned in the TOR document, the current PHP version is quite old. Would UPU like us to plan for an upgrade?	You can propose an upgrade, please clearly indicate the related costs in your offer.
	Tender specific - current practices, budget	
74	What are the main reasons for issuing this Call for Tenders? Is it due to legal requirements, performance concerns with the current provider, or other factors?	Is it due to legal requirements and will allow to assess the market prices.
75	Would it be possible to access part of the source code for an audit to better tailor our offer?	Source code is not available at this stage.
76	What is the expected Service Level Agreement (SLA) for support? This information is crucial for pricing our offer appropriately.	<p>Critical</p> <p>Major</p> <p>It is up to the bidders to propose response time.</p> <p>Minor</p> <p>Cosmetic</p>
77	Could you provide an estimate of the initial build cost to help us size the project accurately?	Not disclosed.
78	Do you have a specific budget range allocated for this project?	Not disclosed.
79	Could you share the overall 2024 budget allocated for this market?	Not disclosed.

QUESTIONS		ANSWERS
80	The tender mentions an annex that appears to be missing. Could you confirm whether this is the updated version of the functional scope previously shared for a similar tender?	See attached Annexes 1 and 2.
81	Do you have specific requirements regarding the geographical location of your servers?	No.
82	What are your current and desired SLAs for guaranteed availability (e.g., 99%, 99.5%, 99.9%)?	99.9% uptime is expected. If bidders propose higher availability, they should justify the cost implications.
83	Does your application face scalability issues, such as daily peaks or seasonal spikes?	No
84	Can you provide details on the number of VMs used in each current environment?	Information not available.
85	Would there be an opportunity to suggest improvements to your current backup policy?	Yes, improvement suggestions are always welcome, subject that the budget is available.
86	Have you identified any improvement opportunities in your current solution?	No.
87	As mentioned in the TOR, we are required to provide a fixed price for evolutionary maintenance. However, the effort and cost for such maintenance will depend on the volume and complexity of the change requests, which can vary significantly, Would it be acceptable if we provide a rate card for evolutionary maintenance instead? For any change request from UPU, our team would share an estimation based on the scope of work (SOW) using the defined rates. Upon UPU's approval, we can then proceed with the request.	Your proposition is acceptable.
88	The RfP references an annex document, EMS Website Functional Scope, which appears to be missing. Could you provide it?	Annex 1 and Annex 2 are now available on UPU tender page: https://www.upu.int/fr/union-postale-universelle/achats .
89	As mentioned, we need to provide one project manager, one technical expert, and one developer. Do we also need to submit their CVs?	On previous bids, I believe most companies have provided this level of information.
	Update 18.02.25	
90	What is the payment method after the contract is signed?	Monthly or quarterly invoice.
91	Is it necessary to issue an invoice?	Yes, it is mandatory

QUESTIONS		ANSWERS
92	If personnel are required to go to the Swiss headquarters to provide technical support, will the Universal Postal Union (UPU) bear the travel expenses?	If travel costs are not included in the bid, UPU will not cover travel expenses.
93	And can you assist in handling visas (such as providing certification documents)?	Yes, we can provide administrative support for visa application.
94	Is the call for tenders limited to the Swiss market?	No, this call for tenders is not limited to the Swiss market
95	Does the tender process include a call or videoconference to allow us to present our proposal?	No, there is no possibility to present your proposal. We will contact you if there is a doubt about a specific area.
96	Price for corrective maintenance service: We do not understand the phrase	It should be a yearly fixed fee and you have to propose the budget
97	Evolutionary maintenance or change requests?	Estimate the budget for this service based on an annual pool of hours.
98	When was the website upgraded to Drupal 10	In 2024
99	Would you like to continue using Drupal 10 for the website, or are you considering migrating to a new platform?	We have no plans to migrate to a new platform, unless you have a proposal that can generate savings.
100	What is the allocated budget for this project?	Information not communicated
101	Can you confirm the expected go-live date for the website?	Current contract with the provider ends 30 April 2025
102	What is the tentative start and end date for the project	As mentioned in the call for tenders, the agreement will be from 1 May 2025 to 30 April 2029.
103	What is the preferred service delivery model—Remote, Hybrid, or Onsite?	Hybrid.
104	Could you clarify how many references are required for this submission?	Not more than 10 references.
105	Are there any ongoing issues or pain points with the current website that need immediate attention?	No
106	Does UPU have any preferred cloud hosting providers, or is the vendor free to choose?	You can propose your solution.
107	What are the expected traffic levels on the EMS website?	Information not available.
108	The documentation states that the site should be multilingual: Does the client have plans to complete this feature?	For a question of budget availability, it is not plan at this stage to translate the website unless you have a solution at a low price.
109	Does the client have any tasks from internal staff?	Internal staff will take care of the online publications.

QUESTIONS		ANSWERS
110	Is there a list of suggestions for improvements or a list of critical bugs.	No suggestions at this stage.
111	It is mentioned in the RFP that the training will be done from Onsite, Please confirm if this training can be done from offshore location using Webex/Teams ?	The training can be done remotely using zoom or Teams.
112	Do we have to provide a helpline number for support?	Normally support doesn't need helpline number.
113	Under segment 4.12, what tasks need to be performed from the UPU headquarters in Berne, Switzerland?	All task can be organized remotely, we do not expect to meet in UPU headquarter.
114	What is the expected uptime for the production environment, and are there any penalties for downtime, service failures or late deliveries?	We do not apply penalties but it is a good suggestion.
115	How often does UPU expect the training sessions to be conducted, and should they be focused more on basic content management or on advanced technical aspects of the website?	The training expected is on basic content management.
116	Will this be a Fixed Price Managed Service Support or T&M based Resource allocation support from 3 Members?	All the prices need to be fixed.
117	Could you please elaborate on the section 4.6 Warranty, i.e. What exactly is required after installing security Patches?	Costs for regular security updates.
118	What additional security requirements (beyond routine updates) are needed for the website? Will the vendor be responsible for vulnerability scans or external security audits?	As we don't have technical knowledge, the provider is responsible for all aspect related to security.
119	How is content managed for the website? Are there multiple teams updating content, or is it centrally managed by a single team?	It is centrally managed by a single administrative team.
120	We assume that all content creation activities (copywriting, video and photo editing, photography, videography, etc.) will be carried out by UPU. Could you please confirm?	We confirm, that we will take care of the content.
121	Can you grant us access to EMS members to examine the services the website offers behind login?	No, this access is not permitted.
122	What is the expected frequency of website content updates?	We have monthly update with pick twice a year to upload documents.
123	How was the current website built—internally or by an external vendor?	By an external vendor.
124	What is the expected process for reporting, tracking, and managing bugs and incidents?	Currently by email but we would prefer to have a ticketing tool.
125	Do we need to provide a ticketing system, or will you be using an existing one?	We don't have a ticketing system so far.

QUESTIONS		ANSWERS
126	Is there a required escalation process for unresolved or critical issues?	You can propose you own approach.
127	Will we need to provide regular reports on incidents and fixes? If so, how often?	I propose on a monthly basis at the beginning and the to be discuss.
128	Should we provide a post-update report detailing what was applied and any potential impact?	Yes, always preferable to be informed.
129	Regarding "Continuous learning services", are there any specific pain points or challenges the team currently faces that should be addressed?	The team is quite new and doesn't have technical knowledge, he will take care only on publication of documents.
130	How many training sessions are required per year?	There is no specific number of trainings per year. The team is fix and should be able to insert information in the website after a short training. Update can be requested time to time especially at the beginning of the project implementation.
131	How many participants will attend each session?	Maximum 3 people
132	Are there specific UPU policies or guidelines that need to be integrated into the training?	No.
133	Do we need to submit a daily or hourly rate?	We request fix rate
134	Are there any existing vendors who are providing the said services?	Yes, we have a provider currently providing the services.
135	Would there be a 'product owner' for this project?	Yes, there will be a focal person for this project.
136	Do you have an IT department we should cooperate with or any employees considered 'IT-focused'?	Our IT department is not involved in this project as it is specific to our unit, and we don employees IT focused.
137	How many users are on the website and what is the size of the editorial team?	The editorial team is one person and a maximum of 3 people will have the rights to modify the website content.
138	Would you prefer a fixed-price contract or could a Time & Materials-based contract be considered for a more Agile approach to planning?	The contract will be with fixed price.
139	Proposal length: is there a restriction on proposal length? Do you prefer a more detailed proposal or a summarized, shorter proposal?	There is no restriction on proposal length.
140	Current Drupal Release is 11. Is the expectation to migrate the Drupal CMS to latest version 11 or could we use also Drupal 10?	You can use Drupal 10 but the migration cost (if any) to Drupal 11 should be mentioned in you bid.

QUESTIONS		ANSWERS
141	Could we use Aurora DB instead of MySQL. Aurora DB is up to 5 times faster.	You are free to propose this solution. I would, however, draw your attention to our limited budget. Depending on the price of this modification, we may not be able to accommodate it.
142	Will the vendor need to provide multilingual training resources?	Training will be in English only.
143	What happens if the vendor needs to request an additional budget for unforeseen maintenance work?	According to our rules an amendment to the contract will be required if we have to modify the total amount of the contract. This administrative procedure requires our tender and procurement committee approval.
144	Can UPU clarify the conditions under which contract extensions may be granted beyond the four-year term?	According to our financial rules a call for tenders is mandatory every four years.
145	Will bidders receive feedback on their proposals if they are not selected?	Bidders will receive a negative reply without explanations
146	Is the scoring system based solely on written submissions, or will interviews or demonstrations be required?	Interviews or demonstrations are not plan at this stage, we will contact you for clarification if needed.