

Call for tenders

LIFT project for the implementation of unmanned aircraft systems

8 July 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, company or legal entity 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 and its agents, consultants, employees and subcontractors (as authorized by the UPU) shall in no way be regarded as employees of the UPU. Such agents, consultants, employees and subcontractors of the Vendor shall not be entitled to any employment benefits from the UPU. The Vendor alone shall be responsible for due payment of all compensation owed to such agents, consultants, employees and subcontractors, including payment of any employment taxes, benefits, compensation and insurance. 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, by its agents, consultants, employees and subcontractors.

2.3 Scope of the call for tenders

This call for tenders concerns the provision of specialized consulting services to the UPU over a period of two years and six months for:

- the conduct of site surveys and feasibility studies with the designated operators of Bhutan, Fiji, the Maldives and Mongolia for the implementation of unmanned aircraft systems (UAS) within the postal supply chain;
- support for the preparation of proof of concept and pilot projects for each of these designated operators;
- support for project coordination during roll-out of the pilot projects;
- submission of project outcome reports to the UPU.

2.4 Background

With the rapid growth of e-commerce, postal networks must evolve to meet increasing demand. UAS offer a unique solution to improve delivery efficiency and sustainability, by enhancing wide-reaching delivery networks with modern and flexible solutions. UAS also provide effective solutions for improved accessibility to difficult-to-reach and remote areas by drastically reducing transport times. The UPU is therefore launching a project entitled “Last-mile innovation through flight technology” (LIFT) to assist designated operators in addressing the challenges of last-mile delivery through the implementation of UAS technology.

2.5 Objectives

The purpose of this call for tenders is to identify a service provider capable of conducting site surveys and feasibility studies, and offering project implementation support and project summary reports, as set out in detail in section 4 (Service requirements). It is expected that the services will be carried out over a period of two years and six months.

The objectives of these services are to assist participating designated operators in the Asia-Pacific region with the implementation of UAS within their delivery networks for middle-mile connectivity and/or last-mile delivery. The project will focus on implementing UAS in regions where conventional transport and delivery methods are inadequate, slow or inefficient. The UPU will work with the participating designated operators to identify suitable routes to run proof of concept of delivery using UAS, and to prepare a longer-term pilot project using UAS as a transport or delivery mode, while also considering the possibility of implementing additional delivery solutions.

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.

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 July 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-2025-026@upu.int with "RFP-2025-026 – LIFT project for the implementation of unmanned aircraft systems" as the subject line.

The deadline for the submission of tenders is 18 August 2025 at 17.00 CEST.

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 and its team and/or consultant(s), 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 | 8 July 2025 |
| Deadline for submission of participation notification | 1 August 2025 |
| Deadline for submission of queries | 1 August 2025 |

| | |
|--|-------------------------------------|
| Deadline for provision of responses to queries | 6 August 2025 |
| Deadline for submission of tenders to the UPU | 18 August 2025 at 17.00 CEST |
| Estimated start of engagement | 1 September 2025 |

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 Executive summary

Bidders shall provide an executive summary highlighting the most important aspects of their tender.

3.3 Bidder information

Bidders must provide the following information:

- company structure, locations/subsidiaries;
- financial data (turnover, profit, etc.);
- partners and equity holders of the company;
- company history;
- market position and share in relevant markets.

3.4 *Subcontractor information*

In the event that Bidders intend to engage a subcontractor for part or all of the services set out in this call for tenders, they shall provide a list of any such subcontractors to be directly involved and must specify the exact degree of these subcontractors' involvement in the provision of the services.

3.5 *Functional proposal*

Bidders shall submit a functional proposal addressing all of the requirements set out in section 4 (Service requirements). This proposal should outline the methodology, processes and timelines, as appropriate, that Bidders intend to implement in order to fulfil the objectives of this call for tenders.

3.6 *Pricing structure*

Bidders shall provide a detailed pricing structure for the services proposed, setting out a fixed price for all services listed in section 4 (Service requirements) itemized as follows on an individual basis for each of the four designated operators:

- conduct of the site survey and feasibility study;
- support for proof of concept;
- support for the pilot project;
- provision of final project report.

Travel costs shall be paid directly by the UPU and therefore should not be included in the fixed price (see section 4.8).

Bidders should note that, based on the outcome of the surveys, studies or other factors, the project may be discontinued for a particular designated operator at any time, at the sole discretion of the UPU. In such event, no payment shall be made by the UPU for any services not rendered by the Vendor as of the date of discontinuation.

Bidders shall not include VAT in their pricing structure (see section 2.11 above). All pricing information shall be set out exclusively in Swiss francs.

3.7 *Delivery and payment schedule*

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

- Start date: 1 September 2025
- End date: 29 February 2028

The delivery and payment schedules should be proposed by Bidders in their pricing structures, and must be agreed with 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, subject to its acceptance of the services provided and the Vendor's transmission to the UPU of any and all documentation clearly detailing the services to which the invoice pertains (in a format to be established by the UPU).

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.

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 Vendor will be expected to conduct site surveys and prepare feasibility studies on the implementation of UAS for each of the four designated operators participating in the project. The feasibility studies shall include:

- an overview of the UAS operational landscape within the respective country, including current regulatory frameworks, airspace classifications and existing UAS usage (if any);
- identification of specific operational areas and routes for UAS deployment (specific islands, remote locations, post offices, etc. that could be supported by UAS transport or delivery);
- profile of the mail expected to be transported (weight and volume);
- number of UAS recommended, including expected plans for routes on which a single UAS may be shared;
- a recommendation as to the most suitable type(s) of UAS, based on payload capacity, range, speed, navigation and communication systems, and environmental suitability;
- all hardware and software components required to operate the UAS service effectively, including ground control systems and tracking integrations;
- a detailed list of permits and authorizations required to initiate operations, including national aviation authority approvals and local permissions;
- a training plan for all staff involved in UAS operations, in particular postal staff to be involved in the project;
- a review of any additional regulations affecting UAS deployment, including safety, data protection and environmental considerations;
- technical specifications and features of the recommended UAS, including payload limits, range, endurance, fail-safes and autonomous capabilities;
- security infrastructure or upgrades needed for safe storage of UAS when not in use;
- identification of required physical infrastructure upgrades, such as drone take-off and landing pads, secure storage facilities, charging stations and maintenance areas;
- cost estimates for all aspects of the project, including infrastructure upgrades, permit acquisition, training and operational readiness;
- a detailed project implementation plan for both the proof of concept and pilot project phases, including proposed timelines, operational durations and key milestones;
- all key elements that must be considered in terms of qualifications and service requirements for the UAS operators to be contracted;
- all key elements that must be included for successful implementation of the pilot projects.

The Vendor shall coordinate with the UPU at every stage of the above process.

Following completion of the feasibility studies and based on the outcomes thereof, the Vendor shall draft the tender requirements for the UAS suppliers which will be contracted to conduct the proof of concept and pilot projects with each of the four designated operators. All elements of the services that shall be rendered by these suppliers in order to run a successful pilot project must be included.

At this stage, the Vendor will take on an advisory role to provide support for roll-out of the proof of concept and pilot projects. In this regard, the Vendor will:

- act as technical liaison with the UAS suppliers when requested, to clarify implementation requirements;
- provide support and advice to the UPU throughout the proof of concept and pilot projects;
- provide technical guidance to the UAS suppliers, in particular to resolve unforeseen challenges arising during implementation and to ensure operational feasibility;
- complete a final project report for each of the four designated operators, summarizing the outcomes of the project, the lessons learned from implementation, and the potential next steps.

The site surveys and feasibility studies are to be completed within four months of signature of the contract. The overall project is expected to last up to two years and six months.

4.2 Bidder requirements

Bidders (and their consultants) shall meet the criteria set out below:

- experience of UAS/drone selection and operations;
- knowledge of UAS regulations and permits;
- strong project and feasibility planning skills;
- ability to coordinate with stakeholders and suppliers;
- clear technical and written communication;
- fluency in English (proficiency in other languages would be an advantage);
- understanding of postal/logistics workflows.

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.

4.3 Consultant requirements

Bidders not operating as an independent consultant should propose at least three individual consultants in accordance with the requirements specified in this call for tenders for the performance of the services and activities described herein. Bidders are required to provide the CVs and diplomas of the said consultants, as well as a letter of motivation and a brief write-up (maximum 1,000 words) of the consultants' approach and methodology with regard to the project, for further verification and evaluation by the UPU. The UPU shall have the right to reject a proposed consultant if the individual does not fulfil the UPU's requirements as defined in this call for tenders.

Bidders not operating as an independent consultant should describe any relevant procedures concerning the replacement of individual consultants if so requested by the UPU.

4.4 Assessment criteria

Bidders will be assessed on the basis of a scoring system of up to 70 points for their functional proposal and 30 points for their pricing structure, as follows.

| <i>Criteria</i> | <i>Points obtainable</i> |
|---|--------------------------|
| Technical expertise and operational knowledge | 20 |
| Regulatory and compliance expertise | 15 |
| Project approach and methodology | 20 |
| Relevant past experience | 15 |
| Pricing structure | 30 |

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

4.5 Duration of the services

The services are scheduled to commence in September 2025, with a total contract term of two years and six months.

4.6 Location of the services

The Vendor or its assigned consultant shall in principle work from its own premises or his/her home office. Site surveys shall be conducted in Bhutan, Fiji, the Maldives and Mongolia, and shall be organized via the UPU.

The Vendor or its assigned consultant shall liaise and work closely with the UPU (as instructed by the latter) and may be required from time to time to carry out certain tasks from the headquarters of the UPU in Berne, Switzerland.

4.7 Reporting

The Vendor shall provide the UPU with monthly reports setting out the relevant services performed by the Vendor during that time frame. Such reports shall be prepared in accordance with a structure and format defined by the UPU (i.e. time sheets).

The UPU may contest the Vendor's time sheets within 10 business days of receipt thereof. If the time sheets are not contested by the UPU within the said time frame, the services detailed therein may be deemed as duly provided by the Vendor and accepted by the UPU.

4.8 Other requirements

Bidders shall describe any relevant procedures for ensuring the continuity of the services provided and for appropriate backup and retraining, as well as any relevant procedures pertaining to project management and communication.

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.

4.9 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.