



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Study on the economics of the cross-border B2B2C delivery market

16 Decembre 2022

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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.

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.

Bidders wishing to submit a proposal in response to this call for tenders must contact the person(s) specified in section 2.14 below and may, if necessary, request additional information from the UPU in relation to this call for tenders.

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.

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 consultancy services to the UPU from February to November 2023 to conduct a study on the economics of the cross-border business-to-business-to-consumer (B2B2C) delivery market. The aim of the study is to obtain a better understanding of current operational models and pricing practices in relation to the emerging B2B2C delivery model (see section 2.4). This study is relevant to the work of UPU bodies on the development of a potential B2B2C product, and the results will inform the assessment of the viability of such a product. The conclusions will also be relevant to the review of existing remuneration systems (i.e. the payment systems that compensate the designated operators of destination countries for the cost of delivering postal items received from abroad) and the development of new ones.

The study will focus on trends and developments in terms of operational models and the pricing of services in the business-to-business (B2B) and business-to-consumer (B2C) segments of the international delivery market, including cargo, courier and postal services. In particular, it should examine operational models (processes) and pricing strategies in relation to e-commerce items shipped under the B2B2C model (see section 2.4 below).

2.4 Background

In recent years, a decline has been observed in relation to postal volumes, in particular with regard to letter post and items containing goods (E format) weighing less than 2 kilogrammes. Early analysis shows that one of the primary drivers of this decline is the shift to other delivery models and, in particular, to the B2B2C (and, to some extent, the business-to-consumer-to-consumer (B2C2C)) model. International mail containing goods (whether parcels or packets) is increasingly being shipped across borders for warehousing in destination countries, to be delivered to the consumer upon an e-commerce order being placed (warehousing and drop delivery models).² In this connection, it should be noted that most designated operators are not involved in the cross-border B2B e-commerce segment. In other words, goods (small packets and parcels) are shipped in containers outside the postal network by cargo carriers, and are injected into the postal network only once in the destination country or region for last-mile delivery.

Nevertheless, some designated operators operate their own cargo/freight shipping services, while others have subsidiaries that handle these services. In this sense, they are already implementing a basic B2B2C model for the transportation of items containing goods. Therefore, the experience of these designated operators should serve as a valuable reference for the development of the operational models (transportation of goods) and freight models (transportation of goods with financial elements) associated with the aim of this study.

It is important for UPU member countries and their designated operators that further research and analysis be conducted in relation to the aforementioned trends and developments, so as to define a response enabling the postal sector to capitalize on these trends.

² The key assumption regarding future e-commerce trends is that the core postal B2C cross-border model is shifting to a combined B2B cross-border and B2C domestic model. Items are moved from the origin to destination country in bulk via the B2B model (i.e. cargo), and then delivered in the destination country in parcels and small packets via the B2C (i.e. postal) channel.

It is for these reasons that a study should be conducted examining the operational models and economics of the cross-border B2B2C delivery market, with a specific focus on emerging trends regarding the B2B2C e-commerce model.

2.5 Objectives

The UPU seeks the services of an external consultant to complete the aforementioned study to enable UPU member countries to gain greater insight and a better understanding of key trends and operational and pricing strategies in the B2C and B2B e-commerce delivery markets.

The objectives of the study include:

- identification of the main market trends in relation to the development and expansion of cross-border B2B2C e-commerce delivery models;
- better understanding of current operational models, cost and pricing models applied by Posts and for B2B and B2C services relevant to the B2B2C e-commerce market, and operational, pricing and remuneration practices applied for similar containerized commercial services (B2B);
- identification of an operational model and processes to implement seamless international/cross-border transport solutions and customs clearance for containerized postal/cargo services in cooperation with relevant supply chain partners;
- delivery of metrics that allow for price benchmarking and insight into remuneration practices in this emerging market segment;
- recommendations for a possible UPU operational model, including remuneration structures and methodologies that could provide designated operators with opportunities to increase their revenue and regain market share.

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 Contact persons

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

E-mail: caa@upu.int

2.15 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 2.14 by **16 January 2023**.

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.

2.16 Delivery of tenders and deadline

All tenders must be submitted to the UPU by e-mail only at RFP-2022-026@upu.int with “RFP-2022-026 – Study on the economics of the cross-border B2B2C delivery market” as the subject line.

The deadline for the submission of tenders is **30 January 2023 at 12.00 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.

2.17 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 the criteria 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.

2.18 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.

2.19 Tentative schedule

Deadline for submission of queries	16 January 2023
Deadline for provision of responses to queries	23 January 2023
Deadline for submission of tenders to the UPU	30 January 2023
Estimated start of engagement	28 February 2023

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.

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

Bidders shall provide a list of any subcontractors to be directly involved in this call for tenders and must specify the exact degree of these subcontractors' involvement in the provision of the services.

3.5 Proposal

Bidders shall submit a 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 an all-inclusive pricing structure applicable throughout the contract period. The term "all-inclusive" shall be understood to mean that all costs that may be incurred by the consultants in their completion of the assignment are factored into the price stated in the proposal.

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 (CHF).

The budgetary ceiling is 50,000 CHF inclusive of all costs (including support, communications and travel) and any applicable taxes.

Proposals that fail to deliver all objectives within this budgetary ceiling or that exceed the budget will not be considered.

3.7 Delivery and payment schedule

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

Start date: 28 February 2023

End date: 30 November 2023

<i>Phase</i>	<i>Activity</i>	<i>Timeline</i>
1	Deadline for submission of tenders to the UPU	30 January 2023
2	Estimated start of engagement	28 February 2023
3	Launch of the study and completion of sections 3 and 4 (see study structure in section 4.1)	30 April 2023
4	Presentation of the results of phase 3, i.e. market analysis and definition of operational models (sections 3 and 4 of the study) to the UPU Council of Administration in Berne, Switzerland	May 2023 (exact date TBD)
5	Completion of the first draft of section 5 (see study structure in section 4.1)	30 June 2023
6	Provision of input and comments by the UPU International Bureau in relation to the phase 3 and 5 deliverables (sections 3 to 5 of the study)	15 July 2023
7	Review and completion of the study by the consultant (sections 1 to 6 of the study)	15 August 2023
8	Provision of input and comments by the UPU International Bureau in relation to phase 7 (sections 1 to 6, i.e. complete study)	31 August 2023
9	Final review of the study and provision of a final version of the complete study by the consultant, taking into account the input and comments received from the UPU International Bureau in phase 8	28 September 2023

<i>Phase</i>	<i>Activity</i>	<i>Timeline</i>
10	Publication of the final study results	10 October 2023
11	Presentation of the study to the UPU Council of Administration in Berne, Switzerland	November 2023 (exact date TBD)

Payment shall be made in three instalments of 33% of the total amount in stated in the pricing structure, upon completion of phases 4, 5 and 11.

Any proposed modifications to the above delivery and payment schedules should be set out 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 shall conduct the study so as to fulfil the objectives set out in section 2.5, and shall deliver a report on the completed study in line with the structure outlined below. Any modification to or deviation from this structure needs to be clearly indicated by Bidders with a rationale specifying how the objectives in section 2.5 can still be achieved.

Structure of the study:

- 1 Executive summary
- 2 Introduction
- 3 Brief overview of the main market trends in relation to the development and expansion of cross-border B2B2C e-commerce delivery models (B2B combined with B2C):
 - definitions and specifications of existing B2B2C cross-border products and services used by postal and non-postal players, and the different processes applied by customs and border agencies, if any, for individual items shipped in containers;
 - overview of major players and partners of traditional (postal and non-postal) delivery operators in the roll-out of the B2B2C delivery model;
 - economic rationale and significance of the shift from B2C cross-border e-commerce delivery models (postal and non-postal) towards B2B2C delivery models (i.e. combination of B2B commercial services and B2C postal services) that circumvent the global postal network as postal packages are moved commercially between countries;
 - main developments in relation to the B2B2C international delivery market;
 - challenges and business opportunities arising from the shift from traditional international (postal and non-postal) delivery networks towards combined B2B and B2C e-commerce delivery models.

- 4 Detailed overview of existing end-to-end operational models and processes of B2B2C shipments, including:
- collection;
 - containerization (including boxes, unit load devices, etc.);
 - transport;
 - customs processes;
 - decontainerization and injection into domestic B2C postal delivery network;
 - B2B2C operational models (variations between B2B2C models);
 - main operational difficulties and legal bottlenecks in processing B2B2C shipments;
 - description of a feasible operational model and processes to implement seamless international/cross-border transport and customs clearance for containerized postal/cargo services in cooperation with relevant supply chain partners.
- 5 Pricing strategies in relation to the emerging B2B2C model under which B2B (international commercial/cargo services) and B2C (postal delivery services) are combined:
- general overview of the different operational models and corresponding pricing and remuneration practices of commercial cargo and B2B solutions where combined with B2C cross-border delivery models;
 - methodology for benchmarking and comparison of different operational and pricing practices in the aforementioned market segments:
 - methodology to ensure consistency and compatibility of definitions and services for analysis of the different operational models, pricing and remuneration practices in the market;
 - metrics to estimate average pricing (or price ranges) according to standardized units based on product and size/weight specifications, including average costs/prices for a small packet, parcel, receptacle and container transported as B2B2C, with a distinction between the two B2B2C sub-models, i.e. B2B (international commercial/cargo services) and B2C (injection of B2B items into the domestic postal network);
 - estimation of the abovementioned metrics for the major trade links between different regions of the Americas, Europe, Africa and Asia-Pacific;
 - explanation, sourcing and validation of the data used in the model;
 - overview of operational models, pricing and remuneration practices and corresponding remuneration for key flows, including price estimates (or price ranges) for each standardized unit (see item above on metrics to estimate average pricing).
- 6 Conclusions, which should include:
- overall feasibility assessment for the introduction of a B2B2C service (i.e. determination of whether the introduction of a potential B2B2C service at UPU level is feasible);
 - policy recommendations relevant to the introduction of a potential B2B2C service, including:
 - the rationale for introducing such a service at UPU level;
 - potential benefits for designated operators, customers (sending and receiving), citizens and businesses of introducing a B2B2C model at UPU level and the importance/relevance of such a service for ensuring a sustainable universal postal service;
 - technical recommendations specific to the end-to-end operational model, most relevant service features and market-competitive remuneration rate ranges (or remuneration strategies/methodology if specific remuneration rate ranges cannot be provided) in support of the potential introduction of a B2B2C service by the UPU;
 - the above-mentioned recommendations may need to be specified separately for each of the underlying components of the B2B2C model, i.e. the B2B (international commercial/cargo services) and B2C (injection of B2B items into the domestic postal network) segments.

4.2 Bidder requirements

Bidders shall be consultancy firms, or one or more individual consultants, of international repute in the areas of activity defined herein.

Moreover, Bidders are expected to demonstrate:

- proven experience in the successful delivery of global impact-driven studies in the area of postal economics and/or e-commerce delivery models in English;
- solid knowledge of the e-commerce logistics (postal and cargo) sector;
- experience of delivering multinational and multi-stakeholder projects;
- experience of working with United Nations entities and/or other intergovernmental organizations.

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 proposal and 30 points for their pricing structure.

The proposal shall be assessed on the basis of the following criteria:

<i>Criteria</i>	<i>Points obtainable</i>
Experience of conducting similar actionable studies	25
Experience and knowledge of the cross-border e-commerce delivery market	25
Proposed methodology	10
Composition of the team and experience of the team leader	10

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

4.5 Duration of services

The services are scheduled to commence in February 2023 for a total contract term of nine months, with completion of the study by the end of November 2023 (see timeline in section 3.7).

4.6 Location of the services

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 completed drafts of sections 3 and 4 of the study (phase 3), section 5 (phase 5) and the full study (phase 7 – all sections completed). The Vendor shall also provide the UPU with the final study, taking into consideration the comments and feedback provided by the UPU International Bureau (phase 9). Furthermore, the Vendor shall participate remotely or in person at the Council of Administration sessions of May 2023 (phase 4) and November 2023 (phase 11) to present the study results (exact dates to be determined). The timeline in section 3.7 indicates the deadlines for each of these deliverables.

The Vendor shall carry out the activities set out herein in collaboration with the UPU International Bureau and shall provide regular progress reports to the UPU International Bureau on these activities. Specific modalities for periodic reporting by the Vendor to the UPU shall be jointly defined.

The UPU may contest the progress reports within 10 business days of receipt thereof. If the progress reports 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.