



Please note this RFP require provision of sensitive information to be provided for the bidder under request and signature of an NDA. In order to avoid confusions, only the annex to be published without NDA request is attached. Please, should you contact us once the distribution of the additional information is allowed in order to get it.

Request for proposals

GMS: Panel management and test-letter production

Date: 15 July 2020

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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 goal 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. This encompasses the commitment towards free circulation of postal items over a single postal territory composed of interconnected networks, adoption of fair common standards and use of technology, cooperation and interaction among stakeholders, promotion of effective technical cooperation, and satisfaction of customers' changing needs. The UPU is thus expected to play a major role in the constant revitalization of postal services.

Furthermore, the UPU facilitates the development of worldwide postal services by providing an information and communication technology environment which allows designated operators (DOs)¹ 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 RFP terms and conditions

Unless otherwise stated in this request for proposals (RFP), the term "Bidder" shall refer to any person, company or legal entity submitting a proposal in response to this RFP. The term "Vendor" shall refer to a successful Bidder, as the case may be.

2.1 Confidentiality

Bidders shall treat in strict confidence all information contained in this RFP and its attached documents which is not already publicly known or generally accessible, particularly any documentation marked as confidential and distributed by the UPU to Bidders as additional confidential RFP documentation. Bidders shall prevent 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 tendering process. These provisions shall not affect the UPU's and the Bidder's legal obligations to disclose information.

Bidders shall not use such information for any purpose other than the purposes associated with this RFP. This RFP and all attached documents may only be distributed or made available to persons directly involved in the tendering process on behalf of Bidders. In case external agents or subcontractors are involved in the preparation of the tender documents, they have to be named and indicated in the participation notification (see section 3.4).

Bidders assume full responsibility for compliance of their agents, employees and subcontractors, as well as any third parties involved on their behalf in this tendering 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 the Bidder can prove that no fault is attributable to it. This penalty shall amount to no more than 50,000 CHF per infringement. Payment of any such penalty shall not release Bidders from their obligation to observe these confidentiality requirements.

¹ In accordance with article 1.7 of the Constitution of the UPU, 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 willing to submit proposals in response to this RFP shall contact the persons specified in section 2.14 below, and may request receipt of additional information related to this RFP from the UPU, as the case may be.

Without prejudice to the confidentiality provisions set out above, Bidders hereby agree that the receipt of any such additional 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 in law as having the legal status of independent contractor. The Vendor and its consultants, employees and subcontractors (as authorized by the UPU) shall in no way be regarded as employees of the UPU. Such consultants, employees and subcontractors of the Vendor shall not be entitled to any employment benefits of the UPU. The Vendor shall be solely responsible for due payment of all compensation owed to such consultants, employees and subcontractors, including payment of any employment taxes, benefits, compensation and insurance. The Vendor represents and warrants 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 by its employees, consultants and subcontractors, as well as for any act or omission by such employees, consultants and subcontractors.

The Vendor shall not assign, sublicense, subcontract, pledge or otherwise transfer or dispose of its offer, or any of the rights and obligations contained in it, without 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 any subcontractor.

2.3 *Scope of the RFP*

This RFP concerns the provision of panel management and test-letter production services (including transponder management, stamp management, data management, data delivery, development of information technology infrastructure, resolution of queries and consultancy activities) for the UPU Global Monitoring System (GMS) external quality-of-service measurement.

2.4 *Background*

Through its resolution C 45/2008, the UPU Congress instructed the International Bureau (IB) to implement GMS, a core global system aimed at monitoring the quality of service provided by DOs in relation to terminal dues, which serves as a tool for evaluating the achievements of DOs in implementing projects financed through the UPU Quality of Service Fund. This project has established a link between letter-post quality of service and the payments made between member countries in order to promote the improvement of global letter-post performance. As part of this, GMS has been running GMS Inbound, a quality-of-service measurement application, since 2009 with the aim of providing neutral and independent measurement of quality of service for use in the payment scheme. Since the launch of this initiative, the number of participating countries has risen from 21 to 69.

The volume of test items has also been increasing. Currently, there are close to 300,000 test items circulating among 1,540 panellists worldwide. All of these test items contain radio frequency identification (RFID) transponders. Table 1 below shows the distribution of countries for measurement per world region per year. Tables 2 and 3 show details of valid test item volume per GMS level per transponder type per year.

Table 1 – Distribution of countries for measurement per world region per year

<i>Legend</i>	<i>World region</i>	<i>Year</i>	
		<i>2020</i>	<i>2021</i>
AFRICA	Africa	19	23
AMERICAS	Americas	13	14

Legend	World region	Year	
		2020	2021
ARAB/CTL ASIA	Arab and Central Asia	6	10
ASIA/PAC	Asia, Pacific and Oceania	14	16
EUROPE	Europe	27	44
Total		79	107

Table 2 – Number of countries and expected valid test item volume for measurement per GMS level per transponder type in 2021

GMS Level	RFID Technology	Number of countries per level per transponder	Valid test item volume per country per level per year	Valid test item volume per year
		2021		2021
A	P	5	10,000	50,000
	S	5	10,000	50,000
B	P	34	3,800	129,200
	S	5	3,800	19,000
C	P	7	2,100	14,700
	S	1	2,100	2,100
D	P	7	900	6,300
	S	0	900	–
E	P	42	300	12,600
	S	1	300	300
Total		107		284,200

Table 3 – Number of countries and expected valid test item volume for measurement in 2020 per GMS level per transponder type per year

GMS level	RFID technology	Number of countries per level per transponder	Valid test item volume per country per level per year	Valid test item volume per year
		2020		2020
A	P	3	10,000	30,000
	S	5	10,000	50,000
B	P	26	3,800	98,800
	S	3	3,800	11,400
C	P	2	2,100	4,200
	S	1	2,100	2,100
D	P	7	900	6,300
	S	0	900	–
E	P	31	300	9,300
	S	1	300	300
Total		79		212,400

2.5 Objectives

The UPU wishes to continue expanding its inbound quality-of-service measurement initiative and is therefore seeking to engage a consulting firm to provide panel management and test-letter production services (including transponder management, stamp management, data management, data delivery, development of information technology infrastructure, resolution of queries and consultancy activities), with due consideration of the current number of participating countries and the expected number for 2021, as detailed in Tables 1, 2 and 3 above.

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

Bidders/Vendors 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/Vendors shall take all reasonable measures to ensure compliance with this provision by their agents, employees and subcontractors.

2.7 Collusive bidding, anti-competitive conduct or any other similar conduct

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

- The preparation or submission of offers;
- The clarification of offers; and
- The conduct and content of negotiations, including final contract negotiations.

For the purposes of this RFP, collusive bidding, anti-competitive conduct or any other similar conduct may include disclosure to, or exchange or clarification with, any other Bidder of information (in any form), regardless of whether such information is confidential to the UPU or to any other Bidder, in order to alter the results of the RFP 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 offer submitted by a Bidder that, in the UPU's opinion, has engaged in any collusive bidding, anti-competitive conduct or other similar conduct with any other Bidder in relation to the preparation or submission of offers, whether in respect of this RFP or other procurement processes conducted by the UPU.

2.8 Intellectual property

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

2.9 Privileges and immunities

Nothing in or relating to this RFP, 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 which 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), as well as 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, Bidders 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 document in any form belonging to or held by the UPU on behalf of UPU member countries and their DOs), are inviolable and shall be immune from search, requisition, confiscation, expropriation and any

other form of interference, whether by executive, administrative, judicial or legislative action. Bidders shall immediately contact the UPU in case of any attempt to violate or any violation of the UPU's privileges and immunities and take any reasonable measures to prevent such a violation.

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 DOs).

2.10 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, the UPU, as an intergovernmental organization and a specialized agency of the United Nations, 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, any prices shall be indicated "net", without VAT or similar taxes.**

2.11 Language

Tender documents shall, in their entirety, be formulated by Bidders in English.

2.12 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 RFP.

2.13 Participation notification

Upon receipt of this RFP, the Bidder shall send a confirmation of participation to all contact persons listed in section 2.14 below, in line with the deadline indicated in section 2.15 below.

2.14 Contact persons

Secretary of the Tenders and Procurements Committee
Universal Postal Union

Tel.: +41 31 350 3162

E-mail: caa@upu.int

2.15 Further inquiries and questions

Questions regarding the content of this RFP or any other associated requests for clarification from Bidders shall be transmitted to the UPU in written form to the contact persons listed in section 2.14 above, **no later than 21 August 2020.**

Answers to questions submitted by Bidders or additional information shall be published and regularly updated on the UPU website (www.upu.int/en/resources/calls-for-tenders/current-calls-for-tenders.html).

2.16 Delivery of offers and deadline

In the light of the current situation relating to the ongoing COVID-19 pandemic, all bids shall exceptionally be submitted electronically to the UPU at RFP-2020-016@upu.int with "Global Monitoring System – Panel management and test-letter production" as subject.

The deadline for bid submission is **31 August 2020 at 16.00 Central European Summer Time (UTC+2).**

Offers received after this date will not be considered by the UPU. Moreover, offers sent to any address other than those specified above or by any other means shall not be accepted by the UPU.

The preparation and submission of tender documents by Bidders shall be free of charge for the UPU.

2.17 Evaluation procedure

The objective of the evaluation process is to ensure the selection of a qualified, reliable and experienced consulting firm which can deliver high-quality panel management and test-letter production services (including transponder management, stamp management, data management, data delivery, development of information technology infrastructure, resolution of queries and consultancy activities).

The evaluation procedure applied by the UPU shall be conducted at its sole discretion, with a view to determining as objectively as possible the bid that best meets the specific requirements of the UPU, on the basis of its assessment of bids received against the requirements defined herein. The prescribed structure of the tender documents (as set out in sections 3 and 4 below), is mandatory for all Bidders. Bids not fulfilling the mandatory criteria as indicated in sections 3 and 4 below shall not be taken into further consideration by the UPU.

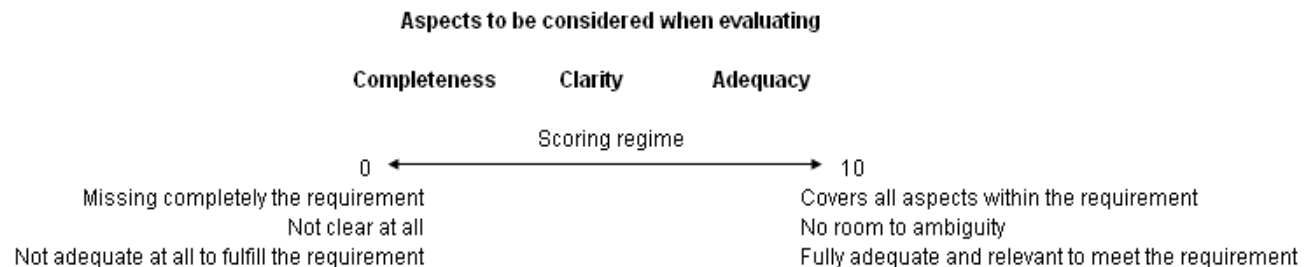
Bids received by the UPU must address all aspects of the RFP for which they envisage necessary modifications or identify missing elements.

A package will be selected based upon the criteria listed below. Bidders are therefore required to consider how their package fits in with this criteria and to clearly indicate this in their response document.

The evaluation procedure will comprise three criteria, each with its own respective score weight, as follows:

<i>Evaluation criteria</i>	Technical	Financial	Organizational
<i>Related requirements</i>	1 to 24, 32	25 to 27	28 to 31
<i>Score weight</i>	0.4	0.2	0.4

Bids shall be scored from 1 to 10 for each evaluation criterion based on the structure below:



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

- / The UPU General Terms and Conditions for the Provision of Services shall be accepted by Bidders. The final terms of any resulting contract shall be defined by the UPU and accepted by the Vendor. Contract negotiations shall only start after final selection by the UPU of a Vendor.

Bidders will be informed immediately after a selection decision is taken by the UPU.

2.18 Modification, suspension or cancellation of the RFP

The UPU reserves the right, at its sole discretion and at any time before conclusion of the RFP (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 RFP.

2.19 Tentative schedule

Publication of RFP announcement	15 July 2020
Deadline for receipt of inquiries and questions	21 August 2020
Deadline for receipt of offers by the UPU	31 August 2020, at 16.00 Central European Summer Time (UTC+2)
Estimated start of engagement	1 January 2021

3 Offer structure – Response format

All information provided shall be delivered by Bidders in full conformity with the terms and conditions set out in section 2 above.

Moreover, the requirements stipulated in this RFP shall be covered 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.

3.1 Cover letter

Bidders shall submit a cover letter including:

- a statement that the Bidder has read, understands and agrees to all provisions of this RFP.
- its name, telephone number, address and e-mail address, and the name(s) of its representative(s).

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 RFP, and shall also include a confirmation of such authorization by the Bidder, as well as a statement that the Bidder's proposed tender documents are valid for a minimum period of 90 days.

3.2 Executive summary

The Bidder shall provide an executive summary highlighting the most important aspects of its offer.

3.3 Bidder information

- Company structure, locations and/or subsidiaries;
- Financial data (turnover, profit, etc.);
- Partners and equity holders of the company;
- Company history; and
- Market position and share in relevant markets.

3.4 Subcontractor information

Vendors may not assign, sublicense, subcontract, pledge or otherwise transfer or dispose of its offer, or any of the rights and obligations contained in it, without 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 any subcontractor.

3.5 Functional structure

Bidders shall meet all of the requirements set out in section 4 below (General requirements).

3.6 Pricing structure

Bidders shall provide a detailed pricing structure as required under section 4 below (General requirements). The UPU shall evaluate the responses according to the same structure.

Bidders shall not include VAT in the aforementioned pricing structure (see section 2.10 above). Furthermore, all pricing information shall be set out exclusively in USD.

3.7 UPU General Terms and Conditions

Bidders shall include a statement of acceptance of the UPU General Terms and Conditions for the Provision of Services.

3.8 Delivery and payment schedule

Bidders should consider the following dates for their delivery schedule proposal, which must be agreed upon with the UPU:

Services start date	1 January 2021
Services end date	31 December 2021

Payment schedules shall be proposed by Bidders in their financial proposal and agreed upon with the UPU.

4 General requirements

4.1 Bidder requirements

Bidders shall propose technical solutions to the requirements set forth in the following sections (A to E).

Bidders shall also reference the UPU GMS Technical Design available on the UPU website (www.upu.int/uploads/tx_sbdownloader/manualGmsTechnicalDesignEn.pdf).

Other documents shall be provided once the Bidder signs a non-disclosure agreement (NDA), to be provided by the UPU following contact by an interested Bidder.

A. Functional and technical requirements

4.1.1 Requirement 1

The Vendor shall, in cooperation with the UPU, undertake a yearly review of the statistical design among participating countries for the GMS Inbound application

Reference: UPU GMS Technical Design, chapters 4–6 and 19.

Additional information:

The Vendor shall be provided with information about each inbound DO's published holidays (national/regional) and other non-working days, prior to the deployment of the pilot GMS Inbound application. The Vendor shall be responsible for gathering information about postage rates per test item format and weight. During the period covered by the agreement for the provision of the services described herein, the Vendor shall request updated information on holidays and postage rates to ensure correct allocation and calculation of the test items on a quarterly basis.

4.1.2 Requirement 2

The Vendor shall provide an allocation matrix example for each level (A to E) for each DO, specifying per inbound permanent link and per pool 1 and 2 according to the design parameters (e.g. P & G format, city, etc.).

The allocation matrix shall include the number and location (city) of dropper panellists for each outbound country and the total number of receiver panellists per inbound city, including coverage. Furthermore, the matrix shall include the total number of allocated test items per inbound city, including coverage.

Reference: UPU GSM Technical Design, chapters 4 (Table 4.1) and 7.

Additional information:

Bidders should note that, under chapter 7 of the UPU GSM Technical Design, the type of transponder chosen by the inbound DO (semi-active or passive) will have an impact on:

- the production of test items;
- transponder management; and
- panellist training.

Solutions proposed by the Vendor may vary between countries and their postal sectors. The minimum number of panellists (droppers and receivers) shall be maintained throughout the period of the provision of services by the Vendor. In that regard, during panellists' planned absences (vacations, etc.), the Vendor shall replace such panellists during the full period of absence in order to maintain the minimum number of panellists per city and country. The Vendor shall anticipate and adequately prepare for the natural turnover of panellists with a view to maintaining the minimum number of panellists and the continuous provision of the services, in particular for inbound DOs with few panellists. In cases where a city is further divided into zones, each zone should be covered by at least one panellist during the reporting period. The bundling of items from the same outbound country to the same inbound city shall be avoided. In the event that the statistical design to be implemented by the Vendor renders the bundling of items from the same outbound country to the same inbound city unavoidable, bundling from the same outbound country to the same receiver panellist shall be avoided. The Vendor shall conduct continuous checks throughout the period of provision of the services under the agreement in order to assess, identify and adjust any inappropriate bundling.

4.1.3 Requirement 3

The Vendor shall provide information on how the circulation of test items from outbound DOs into pools 1 and 2 of the participating inbound DOs will be carried out.

Reference: UPU GSM Technical Design, chapters 4–6.

Additional information:

None.

4.1.4 Requirement 4

The Vendor shall provide a detailed plan with a view to ensuring that the minimum number of panellists is maintained during the period of provision of the services, considering the expected rates of turnover and absence (e.g. vacation).

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

None.

4.1.5 Requirement 5

The Vendor shall provide a detailed plan, including examples, for recruiting dropper and receiver panellists, which shall take into consideration relevant scenarios and approaches for different DOs. The Vendor shall also provide any materials to be used in the recruitment process, such as questionnaires, criteria and manuals, for due assessment and acceptance by the UPU.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

A receiver panellist must not be employed by a market survey company, or participate in other market surveys or studies.

4.1.6 Requirement 6

The Vendor shall provide a detailed plan, including examples, for training dropper and receiver panellists, which shall take into consideration relevant scenarios and approaches for different DOs. The Vendor shall also provide any materials to be used for training, such as examples or drafts of dropper and receiver panellist manuals, for due assessment and acceptance by the UPU.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

Training must be adapted to the scenario and circumstances of each participating UPU member country. There shall be adequate supervision to reduce drops in overall performance of the services provided by the Vendor when a panellist fails to perform satisfactorily despite training. Any unsatisfactory performance by a panellist during the training period shall be duly and repeatedly indicated by the Vendor to the panellist.

4.1.7 Requirement 7

The Vendor shall implement proper transparency measures and procedures to enable appropriate tracking of the panellists' activities in the context and during the period of the provision of services under the agreement. The Vendor shall assign a unique ID number to each panellist for the entire duration of the agreement.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

None.

4.1.8 Requirement 8

The Vendor shall require a re-activated panellist to undergo training for a second time if he/she has been inactive for more than three months.

Reference: UPU GSM Technical Design, chapter 7.

Additional information: None.

4.1.9 Requirement 9

The Vendor shall provide a detailed plan on the intended means, methods, and other relevant aspects of communication with dropper and receiver panellists.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

None.

4.1.10 Requirement 10

The Vendor shall provide a detailed plan for assessing panellists' performance through pre-defined standards and a validation process, which shall include transponder registrations, panel reporting analysis and DO panellist and item queries.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

Bidders are expected to develop and provide a system to assess panellists' performance. It shall include information related to the validation of receipt date and analysis of the reliability of the panellist. The system shall be made available to DOs from participating UPU member countries, as well as to the UPU IB and/or its designated agent. Bidders shall also provide an estimated response time for answering queries made by relevant DOs, as well as the UPU IB and/or its designated agent.

4.1.11 Requirement 11

The Vendor shall indicate the respective expected response time for addressing submissions of items and panellist queries from DOs. The Vendor shall also provide a plan detailing the processes for assessing these submissions and queries.

Reference: UPU GSM Technical Design, chapter 7.

Additional information:

See Requirement 10.

4.1.12 Requirement 12

The Vendor shall provide a detailed process plan to demonstrate where and how the production of test items will be carried out, including relevant examples.

Reference: UPU GSM Technical Design, chapters 7–8.

Additional information:

There may be advantages to having both central and decentralized production of test mail, depending on the size of the DO in question, whether stamps can be exported, etc. Bidders should be able to demonstrate their ability to:

- create an identification link between the test item and the transponder pertaining to that test item;
- ensure that the correct transponder is inserted in the correct test item;
- insert the transponder in the test letter so that the transponder cannot be damaged by the cancellation stamp or in the postal processing, without using paper clips and without folding the transponder;
- ensure that the country of destination on the test item is written in the language of the outbound DO or as otherwise instructed by the outbound DO;
- ensure that the address itself, possible abbreviations and punctuation are in accordance with the specific rules of the inbound DO. If possible, the Vendor should verify the address of the panellist (according to published rules given by the inbound DO);
- ensure that the integrity of all test items is maintained at all times;
- ensure that any test item disclosed by the inbound DO becomes invalid; and
- ensure that the stationery used is fit for the purpose of quality-of-service measurement.

4.1.13 Requirement 13

The Vendor shall adopt a process for verifying the correctness of each test item in order to ensure the correct addressing and franking for reliability of measurement.

Reference: UPU GSM Technical Design, chapters 7–8.

Additional information:

See Requirement 12.

4.1.14 Requirement 14

The Vendor shall detail how the transfer of materials or made up items to dropper panellists will be made per dropper country. The Vendor shall also give an account of the confirmation of the receipt process of such items or material.

Reference: UPU GSM Technical Design, chapters 7–8.

Additional information:

Same as Requirement 12.

4.1.15 Requirement 15

The Vendor shall provide information on the mechanisms to be put in place to ensure that the semi-active transponders are continuously monitored in order to minimize transponder loss rate.

Reference: UPU GSM Technical Design, chapter 8.

Additional information:

The Vendor shall be required to manage at least two types of transponders (semi-active and passive). Different types of transponders may require different management. Each DO will receive one type of transponder only. In that regard, the Vendor shall:

- encode the transponder, i.e. give the transponder a unique identity number based on a UPU issuer code to be provided, and ensure that the battery functions (where applicable) and that the transponder can be read/registered as planned;
- verify the functionality of the transponder each time before insertion into the test letter;
- instruct the panellists on how and when to return the semi-active transponders;
- manage panellists and the process in such a way as to minimize the loss rate of transponders;
- observe that semi-active transponders may be reused, and allow usage of at least six times per year;
- ensure that passive transponders are not reused;
- inform the UPU at least three months in advance whenever a new stock of transponders is required, in order to enable timely supply by the UPU.

4.1.16 Requirement 16

The Vendor shall provide an estimated need for transponder coverage per participating inbound DO profile.

Reference: UPU GSM Technical Design, chapter 8.

Additional information:

See Requirement 15.

4.1.17 Requirement 17

The Vendor shall provide a description of the process per outbound DO profile whereby the provision of stamps will be carried out, taking into consideration any legal restrictions as well as the risk of theft or other deterrents.

Reference: UPU GSM Technical Design, chapter 8; also refer to Requirement 2.

Additional information:

None.

4.1.18 Requirement 18

The Vendor shall provide a detailed plan on how to organize the IT systems and ensure their running and reliability, including backup and other archiving processes.

Reference: None.

Additional information:

The Vendor shall be responsible for all IT system development pertaining to:

- allocation matrix;
- panel management (recruitment, training, quality control, panellist reporting);
- production of test items (match identification of test letter and transponder and quality control);
- tool for follow-up of panellist performance;
- validation of data (transponder registration data will be transmitted to the Vendor to support validation of panellist data);
- stock management (transponders, stamps, test items, envelopes, etc.); and
- transmission of data (the transmission of data can be discussed separately with the UPU IB).

4.1.19 Requirement 19

The Vendor shall provide detailed information on the validation and query processes for items and panellists.

Reference: None.

Additional information:

None.

4.1.20 Requirement 20

The Vendor must supply a list of validation criteria, with supporting logic, for GMS Inbound measurement.

Reference: UPU GMS Technical Design, chapter 12.

Additional information:

None.

4.1.21 Requirement 21

The Vendor should provide a list of the preventive or corrective actions carried out for each validation criterion, with a view to reducing future errors.

Reference: UPU GMS Technical Design, chapter 12.

Additional information:

None.

4.1.22 Requirement 22

The Vendor shall complete the validation process within the monthly reporting working schedule. In that regard, the validation of previous months' data needs to be completed by the end of the third week of the current month.

Reference: UPU GSM Technical Design, chapter 12.

Additional information:

None.

4.1.23 Requirement 23

The Vendor shall ensure the validation of the posting and delivery dates.

Reference: UPU GSM Technical Design, chapter 12.

Additional information:

None.

4.1.24 Requirement 24

The Vendor shall detail, other than how to conduct the task, how the key performance indicators (KPIs) will be met at each level and at each time interval.

Reference: UPU GSM Technical Design, chapter 12.

Additional information:

The Vendor is responsible for its role in reaching the targets. The level of each KPI shall be specified and reached per inbound DO. The intermediary level will be discussed with the Vendor at the beginning of the contract. The timeline is indicated in the KPI Table below. The pilot shall be completed by the end of the third month.

<i>KPI</i>	<i>When</i>	<i>Minimum levels to reach during pilot KPI per DO linked to terminal dues and overall countries</i>
VOT (Valid mail on target)	Full running	90%
AOT (Allocation on target)	Full running	100–135%
Posting to Plan	Full running	95%
VMR (Valid mail rate)	Full running	85%

Indicator	Level to be reached during running						
	CTRY ^a 1 Passive	CTRY ^a 2 Passive	CTRY ^a 3 Semi-active	CTRY ^a 4 Passive	CTRY ^a 5 Semi-active	Global Passive	Global Semi-active
Transponder loss rate							
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
Data recency							
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	2 days	3 days	TBA ^b	TBA ^b	TBA ^b		
Item return recency							
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	TBA ^b	TBA ^b	TBA ^b	TBA ^b	TBA ^b		
	15 days	15 days	10 days	20 days	25 days		

^a CTRY: Country

^b TBA: To be agreed.

B. Organizational requirements

4.1.25 Requirement 25

The Vendor shall define the project team structure and team members, specifying the team members to be engaged in the provision of the services and their respective location. The Vendor shall also provide a CV of the team member that includes their qualifications, knowledge, skills and experience.

Reference: None.

Additional information:

None.

4.1.26 Requirement 26

The Bidder shall provide the UPU with a company presentation that includes the following information:

- Vision and mission;
- Experience and past activities;
- Experience within the postal sector;
- Generic references;
- Size, human resources, physical resources;
- Financial status;
- Legal status (including any relevant subsidiaries);
- Global reach;
- Research and development status;

- Insourced or subcontracted (partnerships/outsourcing);
- Training programmes;
- Language skills;
- Organizational chart;
- Certification status (Six Sigma, ISO 9001, etc.);
- Auditors;
- Openness to on-site inspection by UPU staff and auditor; and
- References from previous customers.

Reference: None.

Additional information:

None.

C. Project organization between the UPU IB and the Vendor

4.1.27 Requirement 27

The Vendor shall nominate a project manager that will liaise with the UPU in order to monitor the project's progress according to a defined project plan.

Reference: None.

Additional information:

None.

4.1.28 Requirement 28

In order to ensure effective project coordination, the Vendor's project manager and the UPU shall follow a defined plan of meetings and teleconferences that will be agreed at a later stage. The meetings will take place on the premises of the UPU or the Vendor, as defined subsequently.

Reference: None.

Additional information:

None.

4.1.29 Requirement 29

The Vendor shall be required to attend at least two GMS meetings each year. The meetings will be held at UPU headquarters in Berne, Switzerland.

Reference: None.

Additional information:

None.

4.1.30 Requirement 30

Subject to the UPU's request, the Vendor shall engage in relevant training sessions or workshops organized by the UPU. There may be two to five designated training sessions or workshops each year. The sessions may be in different regions of the world (Africa, Americas, Arab countries, Asia and Europe).

Reference: None.

Additional information:

None.

D. Auditing

4.1.31 Requirement 31

The Vendor shall be subject to auditing with respect to the provision of the services as part of the UPU's GMS annual audit.

Reference: UPU GMS Technical Design, chapter 17.

Additional information:

The auditing shall be focused on the functions and processes related to the appropriate technical implementation of the UPU GMS Technical Design specifications.

E. Penalties

Other than the penalties related to confidentiality provisions (see section 2.1 above), the UPU shall establish a regime of penalties to safeguard proper implementation of the requirements above from the start of the provision of the services and the entry into force of the relevant agreement.

4.2 Description of activities

The Bidder shall describe the activities to be performed in order to fulfil the requirements listed above.

4.3 Business model and costs

The Bidder shall provide its detailed pricing structure as follows:

Percentage cost share per Inbound country and globally (parameter, transponder type, level)

No.	Parameter	Transponder type	Global		Level A		Level B		Level C		Level D		Level E	
			passive	semiactive	passive	semiactive	passive	semiactive	passive	semiactive	passive	semiactive	passive	semiactive
1	IT set up and data transfer													
2	Allocation matrix/Annual Review													
3	Recruitment and training of panellists in new countries													
4	Test item production including printing of transponders and quality control													
5	Transponder management													
6	Stamp management													
7	Panel management													
8	Project management													
9	Response to user queries													
10	Production of KPI reports													
		Total%%%%%%%%%%%%

KPIs:

- Panel status per dropper and receiver country: weekly
- Data recency: weekly

- TLR (Transponder loss rate for semi-active transponders): quarterly
- Posting to plan: weekly

Costs (level, transponder type, year)

Year	Test Volume Requirement	Price per Inbound Country	Level A		Level B		Level C		Level D		Level E	
			<i>passive</i>	<i>semi-active</i>	<i>passive</i>	<i>semi-active</i>	<i>passive</i>	<i>semi-active</i>	<i>passive</i>	<i>semi-active</i>	<i>passive</i>	<i>semi-active</i>
2021	at least 200,000 test items	Type of transponder										
		One-off set-up										
		Annual Running										

Bidders shall not include VAT in the aforementioned pricing structure (see section 2.10 above). Furthermore, all pricing information shall be set out exclusively in USD.

4.4 Reporting

A specific method of periodic reporting and documentation concerning the project shall be jointly defined between the parties.

4.5 Additional information

Bidders may include any additional information deemed necessary or relevant for a clear and detailed understanding by the UPU of the goods and services being offered.