



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Technical assistance consultancy to assess Posts' digital readiness for e-commerce in 10 African countries

8 June 2021

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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.

¹ In accordance with article 1bis.1.7 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 2.14 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

The purpose of this call for tenders is to solicit strategic consultants with strong experience in e-commerce and digital transformation to support the UPU in undertaking an assessment of digital readiness for e-commerce (DRE) (see section 4.1 for a description of services) and to provide recommendations on the development of e-commerce in 10 African countries.

The 10 selected countries will be divided into two workstreams of five countries each, based on language (i.e. English or French) and geographical distribution.

The consultants will work primarily with the UPU and its partners, and will undertake field missions in Africa from July to October 2021.

2.4 Background

The Digital Transformation Strategy for Africa 2020–2030, put forward by the African Union and approved by member states in February 2020, highlights the decisive function held by Posts in Africa. As a multi-service platform accessible to the wider public, thanks to their extensive network, and enjoying a high level of confidence among the population, Posts play a fundamental role in providing access to essential economic and social services in Africa.

Owing to a reduction in the number and volume of administrative structures in Africa, the increasingly visible deployment of interrelated services and a consequent dematerialization and digitization of public services, it is necessary to take a fresh look at the management of postal services. Therefore, the African Union strategy proposes to support the digitization of existing postal services by encouraging member states to include this objective in national priorities. It also proposes to accelerate reforms aimed at restructuring existing postal services, so that Posts can support e-commerce inclusion by providing digitally enabled postal services integrated into e-commerce value chains. This could be achieved by supporting the development of processing systems and promoting postal services as gateways for access to conventional state services in urban, semi-urban, rural and remote areas.

Having previously been limited to traditional letterbox services for mail delivery, African Posts have aimed to become providers of real logistical tools at the service of populations and businesses. African Posts are now inspired by the economic models of countries where postal services play an important economic role and represent a real transversal tool, offering a comprehensive range of services that includes classic mail distribution, urban logistics, e-commerce, banking services, and access to e-government services through new information and communication technologies.

This project is intended to provide UPU member states in Africa with concrete suggestions for the digitization of postal services, with a view to facilitating e-commerce and enhancing the economic and social inclusion of the population.

2.5 Objectives

The specific objective of this project is to facilitate the effective operationalization of Posts in the digital era through:

- an evaluation of their level of digitalization and readiness for the requirements for e-commerce;
- the provision of key strategic recommendations for the digital transformation of postal services in the countries within the scope of the study.

To this end, the consultants will conduct country-level assessments, in order to contribute to a continental report on the integrated and coordinated digital transformation of postal services in line with current African requirements, taking into account the specific aspects of the context indicated above.

The UPU's objective is to capitalize on key existing digital capacity and to identify additional capacity that may be needed in future to achieve digital readiness for e-commerce. The aim of DRE is to create a cross-border e-commerce ecosystem, provided by Posts through digital marketing, sales and web hosting, and interfaced with online e-commerce platforms via a suite of innovative UPU standards and IT tools.

The consultants will work under the direct supervision of the UPU International Bureau's Policy, Regulation and Markets Directorate.

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 as follows:

- In English for workstream 1 (five countries), covering Northern, Eastern and Southern Africa;
- In French for workstream 2 (five countries), covering Northern, Western and Central Africa.

(See section 2.3 on scope.)

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 14 June 2021 at 16.00 CEST.

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

In view of the current situation relating to the ongoing COVID-19 pandemic, all tenders must, on an exceptional basis, be submitted to the UPU by e-mail only at RFP-2021-007@upu.int with "RFP-2021-007 – Technical assistance consultancy to assess Posts' digital readiness for e-commerce in 10 African countries" as the subject line.

The deadline for the submission of tenders is 28 June 2021 at 16.00 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.

2.17 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);
- Proven experience of conducting institutional strategy assessments and technical analysis in the field of digital transformation;

- Knowledge and experience of working on digital transformation projects in developing markets, preferably in Africa;
- Experience of implementing, working on or leading digital transformation projects;
- Price.

The winning tender will be selected based on the non-exhaustive list of 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 tenders 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

Publication of call for tenders	8 June 2021
Deadline for submission of queries	14 June 2021 at 16.00 CEST
Deadline for submission of tenders to the UPU	28 June 2021 at 16.00 CEST
Estimated start of engagement	19 July 2021

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.

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 tenders.

3.3 *Bidder information*

Bidders must provide the following information:

- A letter of confirmation of interest and availability, using their own template;
- An account of the company or individual's experience, including similar projects;
- References from three professional referees;
- A technical proposal, including:
 - i a brief description of why the Bidder considers themselves to be the most suitable consultant for the assignment;
 - ii a methodology detailing how the Bidder will approach and complete the assignment;
- A financial proposal, based on a daily fee.

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 *Functional 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 *Budget and pricing structure*

Bidders shall quote an all-inclusive daily fee 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 daily fee stated in the proposal.

The project will be structured by workstream. The maximum budget for each workstream is 50,000 CHF, which includes the preparation and validation of the methodology, the production of five country reports, and the contribution to the final continental report.

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).

3.7 *Delivery and payment schedule*

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

Start date: 19 July 2021
End date: 19 October 2021

The delivery and payment schedules must be agreed with the UPU.

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 tenders a statement of acceptance of the UPU General Terms and Conditions for the Provision of Services, in annex 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 consultancy services

The UPU seeks experienced consultants to help Posts to develop a digital transformation strategy, including business planning, to drive the modernization of the Posts' service portfolio for e-commerce and e-government, and to enhance e-commerce inclusion for small and medium enterprises. The scope of this assignment will include:

- An assessment of the digital capability and readiness for e-commerce of 10 countries;
- A continental report on the overall observations and recommendations.

In terms of methodology and organization of work, the consultants shall base their services on the digital readiness for e-commerce methodology provided in Annex 1. It is expected that this will be reviewed and enhanced by the consultants at the outset of the mission, in consultation with and subject to the validation of the UPU.

Following a kick-off meeting to present the methodology, organization of work and work plan, the consultants will conduct a series of interviews, workshops, seminars and meetings, as required, and will deliver the following:

- An assessment report on the digital readiness for e-commerce of Posts in Africa and the actions required by each member state involved in the study. This includes a DRE assessment of digital capabilities and utilization of DRE transformation tools (enablers);
- A principal study report on the main support mechanisms, with proposed solutions and recommendations for the development of e-commerce in partnership with African Posts, including an evaluation of digital strategy;
- A workshop validation report indicating the interest expressed by the African Union member states involved in the study in the extension of existing mechanisms, any limitations to wider roll-out, and potential follow-up actions (e.g. feasibility study at national level, analysis of partnerships and possible funding).

The results of the work will be examined and validated at each stage by the UPU International Bureau, in coordination with the African Union and project partners.

This exercise will require meetings with various stakeholders, including the relevant ministries, Posts' senior management teams, product managers and field staff, as well as relevant external stakeholders, in order to better understand the market dynamics and opportunities for Posts in e-commerce and e-government services. The consultants are expected to identify the relevant stakeholders in each country within the study across the e-commerce value chain, based on their local knowledge, in order to ensure a customer-driven outcome to the assessment.

The consultants will provide the UPU with a report containing recommendations for the member states involved in the study to develop their digital services strategy. The consultants should also help the member states to identify relevant business models and key considerations for postal digital transformation.

The consultants will also ensure that the African Union and the member states have the necessary information on existing solutions in Africa to facilitate the development of e-commerce and the identification of partners that can be mobilized to replicate initiatives in other countries.

The consultants will report to the UPU Digital Economy and Trade Programme Manager, and will work closely with UPU partners and African Union experts.

4.2 Qualifications and experience required from Bidders' proposed consultants

Education: Master's degree in business administration, technology, economics or a related discipline.

Experience:

- Proven experience in strategic institutional assessments and the implementation of organizational change in relation to digital transformation and the adoption of digital services in developing countries;
- At least seven years of experience in mobile or digital services in developing/emerging countries;
- Experience in Africa would be highly desirable;
- Experience in strategy and/or operations with Posts, logistics or related e-commerce organizations would be considered an advantage.

Language requirements:

- Fluency in English for workstream 1;
- Fluency in French for workstream 2.

Competencies:

- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and to tight deadlines;
- Proficiency in the use of office IT applications and the Internet to conduct research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills;
- Integrity and ethical standards;
- Positive and constructive attitude to work;
- Sensitivity and adaptability with regard to culture, gender, religion, race, nationality and age;
- Ability and willingness to travel to the African countries included in this project;
- Ability to think in terms of strategy and operations, and to provide leadership while working with the local team in each country;
- Ability to present ideas with a solid analytical foundation, as the project demands evidence-based recommendations and detail-oriented deployment planning.

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 *Duration of services*

The services are expected to have a duration of 80 working days in total, broken down as follows:

- Initial methodology validation and preparation of the digital readiness for e-commerce assessment methodology;

- Assessment for each country (x10):
 - One day for preparation (review of documentation and reports, discussion with the Post and the UPU, and coordination with partners);
 - Five days of stakeholder consultations and debriefings;
 - One day to draft the country assessment report.
- Final continental report.

4.5 Location of the services

The consultants may work remotely from their home country for the desk research and writing of reports. They will be required to visit the African countries in question for the stakeholder consultations.

The missions will be undertaken in the subregions listed below:

<i>Regions</i>	<i>Western Africa (Fr)</i>	<i>Central Africa (Fr)</i>	<i>Northern Africa (En/Fr)</i>	<i>Eastern Africa (En)</i>	<i>Southern Africa (En)</i>
No. of countries	2	2	2	2	2

The format of the in-country stakeholder consultations will be subject to the situation with regard to the COVID-19 pandemic.

4.6 Reporting

A specific and systematic reporting method and documentation principles within the project shall be defined between the parties.

4.7 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 tenders cover 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.

4.8 Additional information

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