



**UPU** | UNIVERSAL  
POSTAL  
UNION

## **Call for tenders**

**Global Monitoring System – Brazil – Development and technical implementation**

16 August 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 operators<sup>1</sup> of UPU member countries to concentrate on the delivery of postal services to their customers. In this context, the UPU provides a global network with value-added services, as well as computerized applications for the management of international mail and international postal money orders.

## **2 Terms and conditions**

Unless otherwise indicated in this call for tenders, the term "Bidder" shall refer to any person, company or legal entity submitting a proposal in response to this call for tenders. The term "Vendor" shall refer to any selected bidder.

### *2.1 Confidentiality*

Bidders shall treat in strict confidence all information contained in this call for tenders and its attached documents that is not already publicly known or generally accessible, particularly any documentation marked as confidential and distributed by the UPU to Bidders as additional confidential tender documentation. Bidders shall prevent the disclosure or distribution of all such information to third parties and other entities and persons not expressly authorized herein. In case of doubt, these confidentiality provisions shall nevertheless be observed. All Bidders are obliged to observe these confidentiality provisions before, during and after the tender process. These provisions shall not affect the legal obligations of the UPU and Bidders to disclose information.

Bidders shall not use such information for any purposes other than those associated with this call for tenders. The call for tenders and all attached documents may be distributed or made available only to persons directly involved in the tender process on behalf of Bidders. If external agents or subcontractors are involved in the preparation of the tender documents, this must be indicated and their names provided in the participation notification (see section 2.14).

Bidders shall assume full responsibility for the compliance of their agents, consultants, employees and subcontractors, as well as any third parties involved on their behalf in this tender process, with these rules of confidentiality, and shall be liable for any damages resulting from misconduct or unauthorized disclosure.

If a Bidder violates the confidentiality provisions contained herein, it shall be liable to pay a penalty to the UPU unless it can prove that no fault is attributable to it. This penalty shall not exceed 50,000 CHF per infringement. Payment of any such penalties shall not release Bidders from their obligation to observe these confidentiality requirements.

<sup>1</sup> 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 2.15 below and may, if necessary, request additional information from the UPU in relation to this call for tenders.

Without prejudice to the confidentiality provisions set out above, Bidders agree that the receipt of any such information may be subject to the prior signature of a non-disclosure agreement between the Bidder and the UPU, under conditions to be determined and communicated by the latter.

## *2.2 Legal status of the Vendor*

The Vendor shall be regarded as having, in law, the legal status of independent contractor. The Vendor and its agents, consultants, employees and subcontractors (as authorized by the UPU) shall in no way be regarded as employees of the UPU. Such agents, consultants, employees and subcontractors of the Vendor shall not be entitled to any employment benefits from the UPU. The Vendor alone shall be responsible for due payment of all compensation owed to such agents, consultants, employees and subcontractors, including payment of any employment taxes, benefits, compensation and insurance. The Vendor shall represent and warrant that it will comply with all laws, rules and regulations required by the relevant authorities, including the appropriate withholding, reporting and payment of all necessary taxes.

The Vendor shall be liable for all work performed, including any acts or omissions, by its agents, consultants, employees and subcontractors.

## *2.3 Scope of the call for tenders*

This call for tenders concerns the provision of consultancy services to support the development and implementation of the Global Monitoring System (GMS) at Empresa Brasileira de Correios e Telégrafos, the designated operator of Brazil (hereinafter referred to as "Brazil Post"), in particular at its offices located in São Paulo, Brazil.

## *2.4 Background*

By means of resolution C 45/2008, the 24th UPU Congress instructed the UPU International Bureau to implement the Global Monitoring System. This is a core global system aimed at monitoring the quality of service provided by designated operators in relation to terminal dues. The system serves as a tool to evaluate the achievements of designated operators in implementing projects financed through the UPU Quality of Service Fund. The GMS RFID network comprises GMS RFID equipment and related software, and its function is to capture the RFID registrations necessary for the measurement of GMS performance and the tracing of postal items. In this regard, the UPU is currently conducting a programme on the implementation of GMS radio frequency engineering services to support the designated operators of UPU member countries.

Within the context of the implementation of the aforementioned project, the UPU has provided Brazil Post with RFID equipment installed at its offices in São Paulo, Brazil.

## *2.5 Objectives*

The UPU wishes to engage a provider of specialized consultancy services for the development and technical implementation of the GMS project at Brazil Post, in accordance with the required knowledge, skill set, experience and associated conditions specified herein.

## *2.6 Use of subcontractors*

The Vendor shall not assign, sublicense, subcontract, pledge or otherwise transfer or dispose of its tender, or any of the rights and obligations contained therein or in an associated contract with the UPU, without the prior written consent of the UPU.

The approval by the UPU of the engagement of any subcontractor shall not relieve the Vendor of any of its obligations or responsibilities concerning the work performed by such subcontractors.

### *2.7 Use of the emblem, name and initials of the UPU*

Bidders shall not advertise or otherwise make public the fact that they intend to provide, are providing or have provided services to the UPU, or use the emblem, name or initials of the UPU in connection with their business for purposes of commercial advantage or goodwill, without prior and explicit permission from the UPU. Bidders shall take all reasonable measures to ensure compliance with this provision by their agents, consultants, employees and subcontractors.

### *2.8 Collusive bidding, anti-competitive practices and any other similar conduct*

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

- the preparation and submission of tenders;
- the clarification of tenders;
- the conduct and content of any negotiations, including final contract negotiations.

For the purposes of this call for tenders, collusive bidding, anti-competitive practices and any other similar conduct may include the disclosure to, or exchange or clarification with, any other Bidder of information (in any form), whether or not such information is confidential to the UPU or to any other Bidder, in order to alter the results of the call for tenders in such a way that would lead to an outcome other than that which would have been obtained through a competitive process. In addition to any other remedies available to it, the UPU may, at its sole discretion, immediately reject any tender submitted by a Bidder that, in the UPU's opinion, has engaged in any collusive bidding, anti-competitive practices or any other similar conduct with any other Bidder in relation to the preparation or submission of tenders, whether with respect to this call for tenders or other procurement processes conducted by the UPU.

### *2.9 Intellectual property*

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

### *2.10 Privileges and immunities*

Nothing in or relating to this call for tenders, the activities described herein or any potential agreements related thereto shall be deemed as a waiver, expressed or implied, of any of the privileges, immunities and facilities that the UPU enjoys as a specialized agency of the United Nations system, pursuant to the Swiss Host State Act and the Agreement on Privileges and Immunities of the United Nations (on Swiss territory), the Convention on the Privileges and Immunities of the Specialized Agencies (outside Switzerland), and any other conventions and laws recognizing and/or granting such privileges, immunities and facilities to the UPU and its officials (such as the International Organizations Immunities Act in the case of the United States of America).

Accordingly, the Vendor shall expressly acknowledge and agree that the property and assets of the UPU, including any archives, data, documents and funds belonging to the UPU or held by it (including, without limitation, the data/hosting environments and servers pertaining to or associated with the provision of the services, as well as any data or documents in any form belonging to or held by the UPU on behalf of UPU member countries and their designated operators), are inviolable and shall be immune from search, requisition, confiscation, expropriation and any other form of interference, whether through executive, administrative, judicial or legislative action. The Vendor shall immediately contact the UPU in the event of any attempt to violate or any violation of the UPU's privileges and immunities, and shall take all reasonable measures to prevent such violations.

In the light of the UPU's status as a specialized agency of the United Nations (and without prejudice to the observance, by the UPU, of any sanctions established by the United Nations Security Council), Bidders shall expressly certify their legal and operational willingness and ability to provide the services on a non-discriminatory basis for the benefit of all eligible entities established and/or situated in the territory of any UPU member

country, irrespective of the existence of diplomatic relations between a Bidder's country of incorporation and/or operation and any UPU member country (including its designated operators).

#### *2.11 Tax exemption*

Pursuant to article III, section 9, of the Convention on the Privileges and Immunities of the Specialized Agencies, the UPU is exempt from all direct taxes and from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use.

Furthermore, as an intergovernmental organization and a specialized agency of the United Nations, the UPU is exempt from value-added tax (VAT) in Switzerland (OLTVA, article 22; *Instructions 2001 sur la TVA*, articles 574, 816 and others), as well as in other countries. Therefore, all prices shall be indicated in "net" form, without VAT or similar taxes.

#### *2.12 Language*

Bidders must submit all tender documents entirely in English.

#### *2.13 Signature*

Tender documents shall be signed by a representative (or representatives) duly designated and authorized to act on the Bidder's behalf and with the authority to legally bind the Bidder and accept the terms and conditions of this call for tenders.

#### *2.14 Participation notification*

Bidders shall send confirmation of participation to the contact person(s) listed in section 2.15, in accordance with the deadline indicated in section 2.20.

#### *2.15 Contact persons*

Secretary of the Tenders and Procurements Committee  
E-mail: [caa@upu.int](mailto:caa@upu.int)

#### *2.16 Further inquiries and questions*

Bidders must send any questions regarding the content of this call for tenders or any requests for clarification in writing to the contact person(s) listed in section 2.15 by **14 September 2021**.

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](http://www.upu.int/en/Universal-Postal-Union/Procurement).

#### *2.17 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-2021-014@upu.int](mailto:RFP-2021-014@upu.int)** with "RFP-2021-014 – Global Monitoring System – Brazil – Development and technical implementation" as the subject line.

The deadline for the submission of tenders is **24 September 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.

#### *2.18 Evaluation procedure*

The objective of the UPU's evaluation process is to ensure the selection of a qualified, reliable and experienced Vendor capable of providing the specialized services and fulfilling the objectives set out in this call for tenders.

The UPU shall conduct its evaluation procedure with a view to determining as objectively as possible the tender that best meets its specific requirements. All tenders submitted shall be subject to an in-depth assessment, at the UPU's sole discretion, in order to enable the UPU to engage the most appropriate service provider. Due consideration will be given to Bidders' specific backgrounds, qualifications and experience in relation to the required services.

The prescribed structure of tenders, as set out in section 3, is mandatory for all Bidders. The UPU shall not take into consideration any tenders that do not fulfil the mandatory criteria.

Tenders received by the UPU must address all aspects of this call for tenders, and Bidders should identify any aspects where they envisage modifications being necessary or consider elements to be missing.

Tenders shall be evaluated on the basis of the following criteria, in descending order of importance:

- Quality of the tender (according to the specifications herein);
- Knowledge and experience of the Bidder and its team and/or consultant(s), as applicable to the subject matter;
- Price.

The winning tender will be selected based on a non-exhaustive list of criteria as set out in section 4. Bidders should therefore consider how their tender corresponds with the criteria listed and clearly indicate this in their response document.

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

The UPU is not bound to accept the lowest tender and reserves the right to accept all or part of a tender. In awarding the contract, account will be taken of both the overall costs of the work and of the nature and quality of the services to be provided. The UPU reserves the right to negotiate prices and terms and conditions of contract after receipt of tenders.

Bidders will be informed of the outcome of their tenders as soon as possible after the UPU has made its final selection.

#### *2.19 Modification, suspension or cancellation of the call for tenders*

The UPU reserves the right, at its sole discretion and at any time before the conclusion of the tender process (i.e. at any time prior to the signature of the relevant contract with the Vendor), to modify, suspend or cancel all or part of this call for tenders.

#### *2.20 Tentative schedule*

Publication of call for tenders	16 August 2021
Deadline for submission of queries	14 September 2021
Deadline for provision of responses to queries	17 September 2021
<b>Deadline for submission of tenders to the UPU</b>	<b>24 September 2021 at 16.00 CEST</b>
Estimated start of engagement	1 December 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.

Moreover, the requirements stipulated in this call for tenders must be met in their entirety, according to the structure defined below and following the sequence and numbering provided in this section. The UPU shall evaluate all Bidder responses in accordance with the structure defined herein and shall have the right to reject any tenders that do not fulfil the requirements of this call for tenders.

For each of the requirements listed in this call for tenders, Bidders shall answer with one of the following statements:

- Covered;
- Covered with limitations (explaining relevant limitations);
- Not covered.

Where the answer is “covered” or “covered with limitations”, Bidders shall provide further details and/or examples of existing implementations of their solution in the field (existing use cases).

#### 3.1 Cover letter

Bidders shall submit a cover letter including:

- A statement that the Bidder has read, understands and accepts all provisions of this call for tenders;
- The Bidder’s name, telephone number, postal address and e-mail address, and the name(s) of its representative(s);
- A statement that the Bidder’s tender documents are valid for a minimum period of 120 days.

The cover letter shall be signed by a representative (or representatives) duly designated and authorized to act on the Bidder’s behalf and with the authority to legally bind the Bidder and accept the terms and conditions of this call for tenders, and shall also include a confirmation of such authorization by the Bidder.

#### 3.2 Executive summary

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

#### 3.3 Bidder information

Bidders must provide the following information:

- Company structure, locations/subsidiaries;
- Financial data (turnover, profit, etc.);
- Number of employees;
- Partners and equity holders of the company;
- Company history;
- Market position and share in relevant markets;
- Customer reference list with descriptions of similar projects, if any;
- Quality management certifications and statements, if any;
- Description of time schedules and availability;
- Detailed presentation of background experience in the field and the related academic record and curriculum vitae of any proposed consultants;
- Reference letters.

### 3.4 *Subcontractor information*

In the event that Bidders intend to engage a subcontractor for part or all of the services set out in this call for tenders, the following information must be provided with regard to the subcontractor(s):

- Company structure, locations/subsidiaries;
- Customer reference list with descriptions of similar projects, if any;
- Quality management certifications and statements, if any;
- Description of time schedules and availability;
- Detailed presentation of background experience in the field and the related academic record and curriculum vitae of any proposed consultants;
- Reference letters.

### 3.5 *Functional proposal*

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

### 3.6 *Pricing structure*

Bidders shall provide a detailed pricing structure for the services proposed, as follows:

- Daily and annual rate per consultant;
- Full-service quotation (all inclusive);
- Detailed description of the pricing structure and services offered.

Bidders' pricing structures should include the costs of two return trips to the UPU International Bureau in Berne, Switzerland, with meetings on site taking place over five days (not including travel time). Similarly, the pricing structure should also include estimated costs for 90 days of work on site, with the associated travel expenses, at locations in the following Brazilian cities: Brasília, Cajamar, Curitiba, Goiânia, Indaiatuba, Rio de Janeiro, Salvador, São José do Rio Preto and São José dos Campos. This list of cities is given for reference only; travel to other locations in Brazil may be required depending on the evolution of the project.

Bidders should base the above-mentioned estimated travel costs on reasonable car rental and/or return economy class travel (and reasonable associated subsistence expenses) to the locations indicated.

In the event of the sudden departure of an individual consultant working on site, the Vendor shall provide 10 extra consulting days at no additional charge to the UPU for the replacement consultant.

Bidders shall not include VAT in their pricing structure (see section 2.11 above). All pricing information shall be set out exclusively in United States dollars (USD).

### 3.7 *Delivery and payment schedule*

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

Start date: 1 December 2021

End date: 31 March 2023

The delivery and payment schedules should be proposed by Bidders in their pricing structures, and must be agreed with the UPU.

The Vendor shall be paid per actual consulting day. 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 tenders 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

Under the supervision of the UPU, the Vendor shall ensure the provision, through its consultants, of a wide range of skills and abilities to ensure development, implementation and technical support in relation to hardware and software for the UPU's GMS platform, as well as vertical applications for its scientific/analytical product lines, particularly in order to ensure the implementation of the GMS project at Brazil Post.

The Vendor, through its consultants, shall address the day-to-day expectations of both the UPU and Brazil Post with regard to the aforementioned software development activities, and shall take full responsibility for implementation of the GMS project in Brazil. The Vendor's consultants shall also be responsible for assisting with and guiding the successful implementation of any related technological projects, with effect from the collection of functional requirements through to project closure.

The Vendor, through its consultants, shall be able to proactively anticipate issues and manage any changes to the requirements and/or scope during performance of the services/activities described in this call for tenders.

In particular, the Vendor, through its consultants, shall deliver the following services/activities:

- Operations life cycle support (80% of expected allocated time)
  - Configuration, testing and quality control of RFID equipment prior to its installation;
  - Provision of technical support to Brazil Post during the full RFID equipment installation cycle, so as to ensure that equipment is operational in accordance with the project requirements;
  - Start-up, auditing and certification of the RFID system installation in accordance with the project requirements;
  - Administration and registration of the installed RFID equipment in management and ticketing applications;
  - Continuous monitoring and maintenance of the installed RFID network through a UPU network management system that allows for preventive maintenance;
  - Provision of support for Brazil Post's information technology (IT) helpdesk;
  - Provision of assistance in the implementation of the maintenance programme established by the UPU GMS team to ensure preventive and corrective maintenance of the GMS RFID network;
  - Provision of assistance to end users through the delivery of advanced technical support and training; and
  - Provision of assistance in the management of the RFID spare parts inventory.
- Reporting (20% of expected allocated time)
  - Provision of assistance in the administration of the database containing information relevant to the GMS RFID network;
  - Preparation of activity performance reports, technical reports and data sets for delivery to stakeholders on a regular basis;
  - Registration and updating of any RFID network incidents, through the existing UPU ticketing tool.

The UPU shall maintain responsibility for supervision of the services provided by the Vendor, including management of the overall scope of the project, approaches taken, development platforms and technologies, schedules and modifications thereof, completion procedures, delivery conditions and implementation estimations.

#### 4.2 Bidder requirements

Bidders shall propose at least three individual consultants in accordance with the profile requirements specified in this call for tenders for the performance of the services and activities described herein. Bidders shall provide the CVs and diploma certificates of the proposed consultants for further verification and evaluation by the UPU.

The UPU shall select two individual consultants from the list of consultants proposed by the Bidder. 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 shall describe any relevant procedures concerning replacement of individual consultants if so requested by the UPU.

Bidders shall confirm that their tender includes the provision of any necessary office furniture and supplies, Internet access, computer equipment and mobile phones, as specified in section 4.7.

#### 4.3 Consultant requirements

##### *Technical knowledge, skills and capabilities*

- IT/IS-orientation and openness to new technologies;
- Ability to configure, install, monitor and maintain RFID equipment;
- Knowledge of IT network administration;
- Ability to research networking issues and troubleshooting techniques, such as TCP/IP, DHCP and DNS, within different operating systems;
- Knowledge of technological projects, preferably with experience of international projects; and
- Knowledge of the RFID industry.

##### *Personal knowledge, skills and capabilities*

- Strong analytical and problem-solving skills, with the ability to apply these skills to complex situations;
- Hands-on approach and adaptive mindset;
- Loyal and capable of inspiring trust.
- Strong sense of ethics with a proven high standard of integrity;
- Excellent verbal and written communication skills, with the ability to communicate effectively with the project team and all levels of management within an intergovernmental organization;
- Strong interpersonal skills, including mentoring, coaching, collaborating and conflict management;
- Team-building skills within a multicultural environment; and
- Self-motivation and the ability to be productive without significant supervision.

##### *Desired experience*

- Minimum of two years of experience in supporting IT helpdesk services;
- Experience in the administration, configuration and maintenance of data networks;
- Experience in the implementation of RFID and/or wireless technologies;

- Experience of managing, leading and implementing multi-stakeholder projects within a technological, logistics and/or governmental environment, with the ultimate goal of delivering the project on time, within budget and to a high level of satisfaction; and
- Experience of applying basic diagnostic techniques to identify problems, as well as investigating causes and recommending smart solutions.

#### *Education*

First-level university degree or equivalent professional or specialized diploma in telecommunications, or network or computer engineering.

#### *Language skills*

- Proficiency in Portuguese and English, with solid communication skills in both written and oral form;
- Intermediate knowledge of Spanish.

#### *4.4 Assessment criteria*

Bidders will be assessed on the basis of the following:

- A scoring system of up to 100 points for the functional proposal;
- Compliance with the structure described in section 3;
- Pricing and the economic value of the tender.

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

<i>Criteria</i>	<i>Points obtainable</i>
Vendor structure	10
Consultants' technical skills	20
Consultants' personal skills	20
Consultants' experience	20
Consultants' education and certifications	10
Consultants' language skills	20

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 December 2021 and to end in March 2023.

#### *4.6 Location of the services*

The Vendor's consultants shall be located in the metropolitan area of São Paulo, Brazil, and, unless otherwise specified by the UPU, will be required to work from a dedicated or shared local office (and in the field for visits to the project team).

The Vendor's assigned consultants shall liaise and work closely with the UPU (as instructed by the latter).

As indicated in section 4.9, the Vendor shall not be reimbursed for travel expenses associated with work on this project unless specifically authorized by the UPU. In this regard, Bidders should note that a number of UPU-defined procedures regarding reimbursement for incurred travel and subsistence costs shall apply, without prejudice to other conditions that may be determined by the UPU in the relevant services agreement concluded with the Vendor.

As mentioned in section 3.6, the Vendor's consultants will be required to make two business trips to the UPU International Bureau in Berne, Switzerland, each for a duration of five days (not including travel time). They may also be required to travel to the Brazilian cities listed in section 3.6, or to other locations in Brazil, depending on the evolution of the project. The associated costs should be taken into account in Bidders' pricing structure.

#### *4.7 Office equipment including furniture*

The Vendor shall ensure that its consultants are provided with the necessary working equipment to enable them to deliver the required services/activities in an effective manner. This equipment shall include, but shall not be limited to:

- Office desk;
- Stable Internet access;
- Laptop computer with the latest version of the Microsoft Office software package; and
- Mobile phone with an international SIM card for global communications.

#### *4.8 Service hours*

The Vendor's consultants shall cover a 12-hour operational service window from Monday to Friday, from 8.00 to 20.00 (unless otherwise specified by the UPU), divided into two shifts of nine hours each (8.00 to 17.00 and 11.00 to 20.00 UTC-3).

The Vendor's consultants must be able to work to flexible schedules in order to accommodate requirements across Brazil's various time zones.

#### *4.9 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.

#### *4.10 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.