



**UPU** | UNIVERSAL  
POSTAL  
UNION

## **Call for tenders**

**Study to develop the UPU's Vision 2030 for Postal Financial Services**

22 September 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 constant revitalization of postal services.

Furthermore, the UPU facilitates the development of worldwide postal services, including postal financial and payment services, by providing an information and communication technology environment, which allows designated operators (DOs)<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 stated in this call for tenders (CFT), 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 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 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 purpose other than the purposes associated with this call for tenders. The call for tenders and all attached documents may only be distributed or made available 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, they have to be named and indicated 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.

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.

<sup>1</sup> 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.

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

## 2.2 *Legal status of the Vendor*

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

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

## 2.3 *Scope of the call for tenders*

This call for tenders concerns the provision of consultancy services to the UPU for the conduct of a study tentatively entitled “*Study to develop the UPU’s Vision 2030 for Postal Financial Services*” (the “Study”). The Study shall be aimed at reviewing, reassessing, and redefining the UPU’s role and position in the postal financial services (PFS) sector, as well as its relations with DOs and member country policymakers and regulators.<sup>2</sup>

## 2.4 *Background*

According to World Bank research, banks are the costliest channel for sending remittances and Posts the least costly, with average costs of 10.3% and 5.7%, respectively. This provides a clear incentive for regulators to allow national post offices, national banks and telecommunications companies, as well as money transfer operators (MTOs), to provide remittance services, which increases competition and ultimately reduces costs in remittance markets.

To create a global framework enabling cost-effective postal remittances, 104 member countries of the UPU signed the Postal Payment Services Agreement (PPSA) at the 2016 Istanbul Congress. The PPSA enables DOs to engage in the provision of postal payment services (PPS): DO-to-DO money transfers.

The PPSA regulates the electronic postal payment services network, in addition to paper-based money orders. It governs the operation and settlement of bilateral financial services transactions between DOs of countries signatory to the PPSA.

The PPSA, the provisions of which are generally mirrored in national postal legislation, is also used by DOs to offer financial services beyond postal remittances, including agency services for MTOs, as well as billing and social payment services.

The UPU worked at the request of member countries to create the International Financial System (IFS), users of which constitute the worldwide electronic postal payment network (WEPPN). The IFS software suite evolved from paper-based and telegraphic money orders to electronic payments in 1999. Since then, the IFS platform has evolved at a relatively slow pace compared with developments in financial services – including the emergence of disruptive new fintech players in the financial services sector.

The current UPU framework, the PPSA, regulates international postal payment services – these are either paper-based or electronic postal money orders, and they exclude any other financial services. Owing to this regulatory and technological framework, the WEPPN comprises 76 members, which in 2020 exchanged 274 million USD among themselves, compared with an estimated world market of 714 billion USD in 2019 – the postal payment network therefore has approximately a 0.04% market share.

<sup>2</sup> For the purposes of this CFT, the expression “postal financial services” may refer to (i) postal payment services as currently defined and regulated in the Acts of the UPU; (ii) other postal services of a financial character defined and regulated in the same Acts (now or in the future); and (iii) other financial services provided by DOs or, as the case may be, other postal supply chain stakeholders.

For the UPU to remain a key player in the postal financial services space, the PPSA, the UPU PFS and the WEPPN/IFS platform need to be updated and kept relevant in line with market realities and the expectations of DOs and member country policymakers/regulators.

## 2.5 Objectives

Through this Study, the UPU wishes to assess the relevance and effectiveness of its treaty framework and supporting services/functions in relation to postal payment services and, in more general terms, postal financial services. The Study will engage the UPU, its stakeholders and broader financial system partners in an innovation-focused discussion and formulate clear policy recommendations to strengthen the UPU's role in the PFS sector, enabling the UPU to provide relevant support to its member countries and their DOs in that regard.

Accordingly, the UPU wishes to engage an experienced consulting firm for the provision of specialized consultancy services in order to conduct the Study over a six-month period.

The Study shall have the following main goals:

- 1 Assess the nature of PFS, including postal payment services/remittances, offered in UPU member countries in the context of prevailing market trends and public policy objectives/developments, including, but not limited to, financial inclusion, e-commerce development, SME growth and the United Nation's Sustainable Development Goals.
- 2 Based on the outcomes of Goal 1 above, identify the key regulatory challenges faced by DOs in the provision of PFS.
- 3 Based on the outcomes of Goals 1 and 2 above, identify potential areas where the UPU can support DOs in the provision of PFS.
- 4 Based on the outcomes of Goal 3 above, identify any shortcomings associated with the UPU's current treaty framework as it pertains to PFS as well as the UPU's associated PFS activities (including relevant PFS support services/functions).
- 5 Prepare policy and strategy recommendations for the UPU to update its current PFS treaty framework and associated support services/functions and to offer market-relevant PFS and associated support services/functions to the benefit of Union member countries and their DOs.

## 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 contained 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 CFT, 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 CFT 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 offers, whether with respect to this CFT or other procurement processes conducted by the UPU.

### *2.9 Intellectual property*

This CFT and all its attached documents, including any content, forms, statements, concepts, projects and procedures explicitly or implicitly forming part of the CFT, constitute the exclusive intellectual property of the UPU. This CFT 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 CFT 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 CFT, 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 the privileges, immunities and facilities enjoyed by 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 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 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 DOs).

### *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, 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, 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 CFT.

### 2.14 Participation notification

Bidders shall send confirmation of participation to the contact person 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  
 Universal Postal Union  
 International Bureau  
 Weltpoststrasse 4  
 3015 BERNE  
 SWITZERLAND

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 CFT or any requests for clarification in writing to the contact person listed in section 2.15, by 4 October 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-2021-017@upu.int](mailto:RFP-2021-017@upu.int) with "RFP-2021-017 – Study to develop the UPU's Vision 2030 for Postal Financial Services" as the subject line.

The deadline for bid submission is **22 October 2021, at 16.00 Central European Summer Time (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 evaluation process is to ensure the selection, by the UPU, 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, at its sole discretion, with a view to determining as objectively as possible the tender that best meets its specific requirements. Tenders will be assessed in relation to the requirements defined herein, and due consideration will be given to Bidders' specific backgrounds, qualifications and experience in relation to the required services.

The prescribed structure of the 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 to be necessary or consider elements to be missing.

Package selection will be based upon a non-exhaustive list of selection criteria as set out in section 4.2. Bidders are therefore required to consider how their package fits in with the criteria listed and to 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 the 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, the UPU will take into account both the overall costs of the work and 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 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	24 September 2021
Deadline for submission of queries	4 October 2021
Deadline for provision of responses to queries	7 October 2021
<b>Deadline for submission of tenders to the UPU</b>	<b>22 October 2021 at 16.00 CEST</b>
Estimated start of engagement	15 November 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.

### *3.1 Cover letter*

Bidders shall submit a cover letter including:

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

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

### *3.2 Executive summary*

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

### 3.3 *Bidder information*

Bidders must provide the following information:

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

### 3.4 *Subcontractor information*

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

### 3.5 *Technical proposal*

Bidders shall submit a technical 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.

Assessment criteria for the technical proposal are outlined in section 4.2.

### 3.6 *Pricing structure*

Bidders shall provide a detailed pricing structure as required under section 4.6 below. 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 schedules*

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

### 3.8 *UPU General Terms and Conditions*

Bidders shall include in their tender a statement of acceptance of the UPU General Terms and Conditions for the Provision of Services, attached hereto for reference (Annex 1).

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*

Bidders shall propose a robust and innovative methodology to achieve the goals of the Study as outlined in section 2.5 and below.

In designing their methodology, Bidders may refer to the following guidelines:

- Goal 1: Assess the nature of postal financial services.
  - The Vendor shall conduct a critical appraisal of the market of postal financial services and postal banks throughout the world, with examples from 15–20 countries selected through a robust sampling methodology to cover different categories of UPU member countries. This appraisal shall identify and assess the current status of the postal payment services/remittances and other postal financial services, as well as the role of the UPU and DOs in the financial services sector.

- The appraisal shall cover market developments from a regulatory perspective (both domestic and international); the technological, operational and policy environment within which DOs function; and key market players competing with DOs in the provision of financial services.
- In order to achieve this goal, the Vendor shall conduct a desk study, including interviews with sector stakeholders (private sector, financial service providers, other United Nations system organizations, DOs, the UPU, third party experts, among others). The Vendor is expected to have established expertise in the domain areas mentioned above and to be able to further develop its knowledge by liaising with relevant stakeholders.
- The Vendor shall provide prior justification for any anticipated field visits it deems necessary, along with the expected results of these field visits.
- Goal 2: Identify the key regulatory challenges faced by DOs in the provision of PFS.
  - The Vendor shall engage with a representative sample of regulators and policymakers from UPU member countries to assess the current limitations of DOs in terms of the domestic regulatory framework for postal financial services. This shall be done bearing in mind the challenges identified and observed in Goal 1 in order to identify the major policy and regulatory hurdles that currently hinder DOs' ability to provide innovative and competitive postal financial services.
- Goal 3: Identify potential areas where the UPU can support DOs in the provision of PFS.
  - On the basis of a broad understanding of the nature of postal financial services offered by DOs (Goal 1) and the policy/regulatory challenges faced by them in innovating their services to be market competitive (Goal 2), the Vendor shall analyze the UPU's value proposition as an inter-governmental organization to enable and empower: (a) member countries to develop appropriate policy and regulatory objectives and frameworks relating to PFS; and (b) DOs to offer PFS in their respective countries.
  - This value proposition shall take into account multiple axes of possible interventions by the UPU, including the provision of appropriate treaty frameworks, advisory services, knowledge and best practice sharing, and technical assistance.
- Goal 4: Identify any shortcomings associated with the UPU's current treaty framework as it pertains to PFS as well as the UPU's associated PFS activities (including relevant PFS support services/functions).
  - Based on the recommendations from Goal 3, the Vendor shall assess the limitations of the UPU's current policy/regulatory and operational/technological framework hindering the UPU's ability to cover the postal financial services market.
- Goal 5: Prepare policy and strategy recommendations for the UPU to update its current PFS treaty framework and associated support services/functions and to offer market-relevant PFS and associated support services/functions to the benefit of Union member countries and their DOs.
  - Focusing on policy, treaty and service matters, the Vendor shall prepare a proposed broad framework for the UPU to update its current PFS treaty framework as well as its associated PFS activities (including relevant support services/functions). This should also include consideration of current offerings that should be altered and/or abandoned in the light of the analysis in relation to Goals 1 to 4.
  - The Vendor is not expected to edit or update the UPU treaty framework but shall formulate clear recommendations on the proposed updates as well as the mechanisms that should be employed to proceed with those updates.
  - Based on the identified limitations (both policy/regulatory and operational/technical), the Vendor shall formulate clear recommendations pertaining to the UPU's PFS offering, to its strategy and policy framework, and where applicable to the UPU's regulatory framework, to foster the growth of postal financial services offered by its stakeholders.

Bidders shall design a detailed methodology to achieve the goals outlined above and submit it to the UPU as part of their proposal. The methodology shall clearly identify the processes used to achieve these objectives, the timelines, and the resources required.

#### 4.2 Bidder requirements and assessment criteria

The Bidder shall be a consultancy firm of international repute in the area of the activities defined herein.

Moreover, Bidders are expected to demonstrate:

- Established experience in successfully delivering global, impact-driven studies in the relevant areas in the English language;
- Understanding of the challenges faced by DOs, financial service providers, and the financial and postal sector at a global scale;
- Access to key ecosystem stakeholders;
- Experience in designing projects in the financial services/financial inclusion sectors;
- Experience in delivering multi-country, multi-stakeholder projects;
- Experience in working with United Nations entities or other intergovernmental organizations; and
- Experience in working in the postal and financial services sectors.

Bidders with networks and deployed teams in emerging economies (thus minimizing the need for a central team to travel into each field visit location, if so required by the UPU) will be given preference.

The selection criteria for the Vendor will be based on 70 points for the technical proposal, and 30 points for the financial proposal.

The technical proposal shall be assessed according to the following criteria:

<i>Criteria</i>	<i>Points obtainable</i>
Experience in carrying out similar actionable studies	10
Experience in and understanding of postal and financial services sectors	20
Proposed methodology	30
Team composition and experience of team leader	10

Bidders shall provide evidence of meeting these requirements through a list of citations.

#### 4.3 Estimated duration of the services

The services are scheduled to commence in November 2021 and expected to be six months in duration (including any field visits). Bidders shall clearly define any risks, constraints, and mitigation measures to be put in place to successfully conduct the Study, including mitigation mechanisms in the event travel is still restricted beyond November 2021 as a result of the ongoing COVID-19 pandemic.

Bidders shall outline a detailed project plan (phases and deliverables) to deliver the Study. The timeline shall also include an appropriate project management mechanism.

#### 4.4 Study governance

The Study shall be conducted under the overall supervision and guidance of a Study Steering Committee to be defined by the UPU. In overall terms, the Steering Committee shall be responsible for:

- Monitoring the direction and progress of the Study;
- Approving the proposed methodology;
- Commenting on and setting expectations for interim deliverables;
- Approving the use cases and associated recommendations; and
- Approving all other deliverables under the Study.

The UPU shall define a programme manager as leader for this Study; the programme manager will also be responsible for continuous project management and project supervision of the Vendor.

Project management meetings shall be held virtually using appropriate telecommunication tools. Face-to-face meetings, if required and feasible, shall be held at the UPU's headquarters in Berne, Switzerland.

Bidders are also expected to outline a detailed project governance and project management plan as part of their proposal, including milestones, project management meetings/calls and mechanisms, and deliverable acceptance processes (which shall be jointly determined by the UPU in consultation with the Vendor).

#### 4.5 *Project plan and deliverables*

Aside from any interim documents, the project deliverables are:

- *An Inception Report*, to be delivered at the end of the first month from the start of the project, finalizing the project methodology, timelines and approach. The Inception Report should draw upon key informant interviews to finalize the methodology.
- *A Draft Study* that meets the objectives detailed in sections 2.5 and 4.1, and demonstrates the main findings from the analysis undertaken.
- *A Final Study* that incorporates the comments and observations from the Study Steering Committee into the Draft Study and which is sent for editing and publishing by the UPU.

Bidders are expected to detail the process and timeline, covering how and when each deliverable will be prepared, as well as the mechanisms to receive comments and approvals from the Steering Committee to finalize each deliverable.

The draft and final versions of the Study shall be submitted to the UPU as editable documents (MS Word or similar).

#### 4.6 *Budget*

Bidders shall prepare a detailed, phase-by-phase budget, based on daily rates and time allocation for their relevant consultant(s).

The budget ceiling is 140,000 USD inclusive of all costs and any applicable taxes; this includes support, communications and travel costs.

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

#### 4.7 *Other requirements*

Bidders shall describe any relevant procedures pertaining to project management and communication.

Bidders shall also confirm that their tender covers all costs associated with the provision of the services referred to herein. Any other costs to be incurred by the Vendor, including any travel and subsistence costs incurred in the provision of the services at locations other than its own premises and premises 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.