



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

GMS IoT platform – maintenance services

23 June 2022

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1 Introduction

1.1 Profile of the UPU

The Universal Postal Union (UPU) was founded in 1874 in Berne, Switzerland, with the main goals of establishing a single postal territory for the reciprocal exchange of letter-post items and adopting common principles for the international postal service in a non-discriminatory manner. Currently comprising 192 member countries, the UPU became a specialized agency of the United Nations in 1948.

The main mission of the UPU is to stimulate the lasting development of efficient and accessible universal postal services of quality, in order to facilitate communication between the inhabitants of the world. It does this by guaranteeing the free circulation of items over a single postal territory composed of interconnected networks, encouraging the adoption of fair common standards and the use of technology, ensuring cooperation and interaction among stakeholders, promoting effective technical cooperation, and ensuring the satisfaction of customers' changing needs. The UPU is thus expected to play a major role in the continued revitalization of postal services.

Furthermore, the UPU facilitates the development of worldwide postal services by providing an information and communication technology framework that allows the designated operators¹ of UPU member countries to concentrate on the delivery of postal services to their customers. In this context, the UPU provides a global network with value-added services, as well as computerized applications for the management of international mail and international postal money orders.

2 Terms and conditions

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

2.1 Confidentiality

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

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

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 2.15 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 maintenance services to the UPU for a period of 36 months, starting from 1 September 2022.

2.4 Background

The UPU has been charged with improving the global performance of international mail.

In order to improve global performance, a link between letter-post quality of service and the payments made between countries has been agreed. The Global Monitoring System (GMS), which constitutes a neutral and independent measurement system for this scheme, was implemented in 2009 and is now in active use in more than 110 UPU member countries.

Panellists external to designated operators exchange test letters containing a passive ultra-high frequency radio frequency identification (RFID) transponder, which is read by RFID equipment installed at operational facilities for the receipt and processing of postal traffic. This process generates most of the information required to determine quality of service, and is well established between industrialized countries.

The new goal and challenge for the UPU is to extend this established mail measurement system to national mail flows, i.e. city-to-city postal exchanges within a single country, with the aim of making improvements that will subsequently increase the quality and efficiency of global mail services. Consequently, the GMS RFID network is growing rapidly and new technical solutions are required to optimize the maintenance of this scalable network.

Accordingly, within the scope of the GMS, an Internet of Things (IoT) platform and new middleware have been developed for the connection and operation of RFID equipment, in order to improve network maintenance and to provide more effective support to UPU member countries and their designated operators during certain project implementation stages.

2.5 Objectives

The UPU seeks to engage an IT services provider for network administration services, including responsibility for managing the day-to-day operation of the RFID network.

The purpose of these services is to ensure that the GMS RFID network operates at full capacity. The provider will therefore be responsible for oversight of the system through an IoT platform and for performance of software and hardware maintenance operations.

Under the supervision of the UPU, the selected Vendor shall provide services on a “time and materials” basis, as set out in section 4.1 below.

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 by 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

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 6 July 2022**.

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.

2.17 Delivery of tenders and deadline

All tenders must be submitted to the UPU by e-mail ONLY at **RFP-2022-008@upu.int** with “RFP-2022-008 – GMS IoT platform – maintenance services” as the subject line.

The deadline for the submission of tenders is **21 July 2022 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 tender 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	29 June 2022
Deadline for submission of queries	6 July 2022
Deadline for provision of responses to queries	13 July 2022
Deadline for submission of tenders to the UPU	21 July 2022
Estimated start of engagement	1 September 2022

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 tender.

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 costs in accordance with the structure given in the table below:

<i>Services</i>	<i>Monthly cost</i>	<i>Annual cost</i>	<i>Comments</i>
Front-end maintenance			
Back-end maintenance			
Maintenance of Amazon Web Services (AWS)			
Other maintenance services			
Total			

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: 1 September 2022
- End date: 31 August 2025

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

The services provided by the Vendor shall be invoiced in full in arrears on a monthly basis as delivered. The UPU will make payment within 30 business days of receipt of invoice, subject to its acceptance of the services provided and the Vendor's transmission to the UPU of any and all documentation clearly detailing the services to which the invoice pertains (in a format to be established by the UPU).

3.8 UPU General Terms and Conditions

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

The final terms of any contract arising from this call for tenders shall be defined by the UPU and accepted by the Vendor. Contract negotiations shall commence only after the final selection of a Vendor by the UPU.

4 Service requirements

4.1 Brief description of the GMS IoT system

The platform, which is based on AWS, manages the GMS RFID devices installed at postal facilities around the world and the data streamed to the corresponding repositories and end applications.

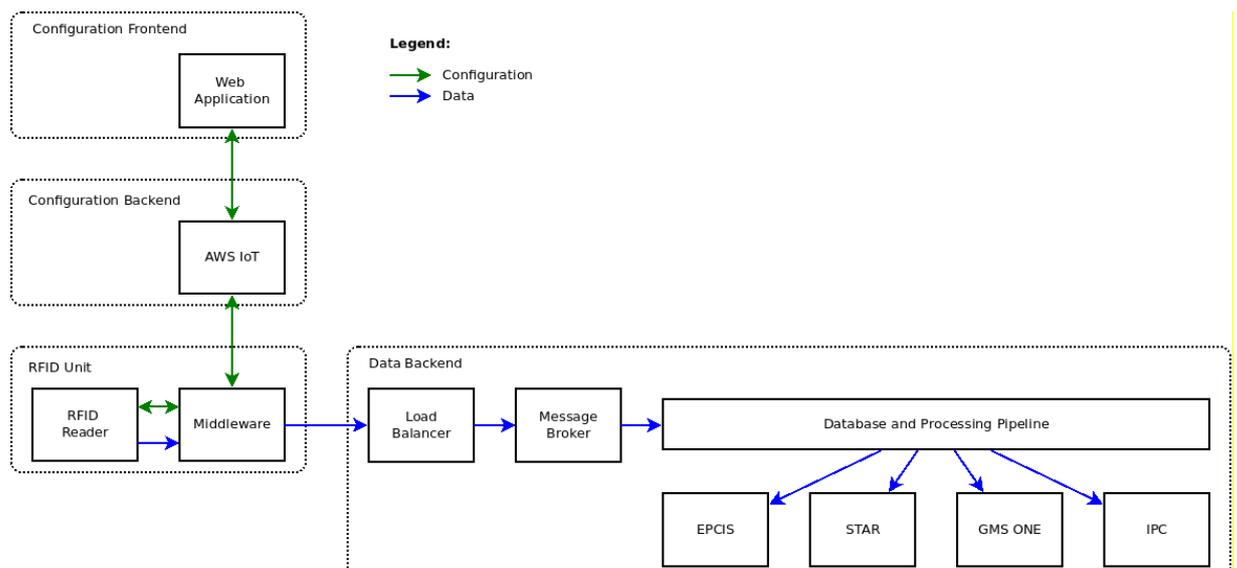
The GMS IoT platform supports thousands of devices and data messages, and can process and route those messages to other AWS services. It manages connections through the AWS cloud service in order to connect to each device easily and securely.

It integrates an easy-to-use customized GMS IoT user interface in order to track, monitor and manage all connected devices, with a responsive design covering the following key functionalities:

- Remote connection and management of RFID devices;
- Setting of parameters and middleware upgrades with just one click;
- Visualization of the status of RFID devices in real time.

The architecture design is highly scalable, allowing the connection of a large number of devices that generate high volumes of data by optimizing the size of the data packages.

4.1.1 Overall architecture diagram



4.1.2 Description of main components

Front-end configuration

Web application: This is a customized user interface used to deploy, manage and configure the middleware and RFID unit settings, based on UX design. It is written in ReactJS, deployed using S3 and distributed using CloudFront and Route 53.

Back-end configuration

AWS IoT: AWS IoT is a core managed cloud service that enables connected devices to easily and securely interact with cloud-based applications and other devices. AWS IoT Core can support billions of devices and trillions of messages, and can process and route those messages to AWS endpoints and to other devices reliably and securely.

RFID unit

- RFID reader
 - The GMS RFID unit is a hardware product specially designed to meet the needs of the postal sector, efficiently detecting passive transponders in circulation within standard postal operations.
 - It essentially comprises a reader based on ultra-high frequency (UHF) RFID passive technology, various RF antennas (depending on the complexity of the reading scenario) and a MicroPC (depending on the reader model), along with other peripherals, to secure the processing and storage capacity.
 - The reader functionalities and settings can be accessed by means of the LLRP protocol. Communication with other peripherals is achieved through the use of the GPIO port. The antennas are compact RF UHF antennas with circular polarization and a very thin form factor that allows them to be embedded inside thin objects.
- Middleware
 - The interface between the hardware and server-side applications is ensured by a piece of software called middleware, which is integrated with the RFID readers according to the LLRP protocol.
 - The middleware can be run as an embedded agent either installed on the RFID reader itself or installed in an external MicroPC, depending on the processing/storage capacity of the reader.
 - The middleware is responsible for filtering, storing, processing and routing all RFID data registrations to the central database and/or other third-party repositories through a dedicated channel. It ensures the most efficient and persistent storage of data, minimizing the risk of data loss.
 - The middleware is written in Kotlin and dependencies are managed with Gradle. It is deployed using AWS Lambda functions on AWS IoT Greengrass (both Amazon services), or executable archives directly on a reader.
 - AWS IoT Greengrass has been selected as the communication agent between the AWS IoT Core platform and the RFID reader and/or external MicroPC.

Back-end data

- Load balancer: This technological process at the server entry point routes requests to the message broker for redundancy and to increase of robustness of the system.
- Message broker: This intermediate service implements the MQTT protocol for the sending of all received messages.
- Database and processing pipeline: This block is the umbrella for all services related to the database.
- Central repository/electronic product code information services (EPCIS)
 - This is a piece of code that runs at the central repository, with modules for different applications running on the server side, e.g. EPCIS, GMS STAR, GMS ONE and IPC applications. It is written in Kotlin and deployed using Docker, with dependencies managed with Gradle.

- As previously mentioned, RFID units are managed by the middleware, whose role is to send the GMS RFID registrations to a central EPCIS repository server. From there, filtering rules are applied to send all RFID registrations to various applications and third-parties systems through their web services (GMS STAR, GMS ONE and IPC).
 - EPCIS is a global standard developed by GS1 to enable disparate applications to create and share visibility event data, both within and across enterprises. Information about this standard can be found at www.gs1.org/sites/default/files/docs/epc/EPCIS-Standard-1.2-r-2016-09-29.pdf.
 - The central repository (EPCIS) is hosted at the UPU's premises. The selected search engine technology is Elasticsearch.
- GMS STAR, GMS ONE and IPC: These are key end applications for the measurement, monitoring and control of all registered/stored RFID data. They allow the parties involved to perform any required calculations and analysis, and to generate reports.

4.2 Description of the services

The objective of this call for tenders is to engage a qualified service provider with experience in the field of maintenance and support services to ensure the operation of the existing GMS IoT system.

Under the supervision of the UPU, the Vendor is requested to provide the most cost-effective proposal covering the following services:

- Front-end maintenance: Maintain the web application and keep it updated with the latest security patches.
- Back-end maintenance
 - Maintain load balancers and keep them updated with the latest security patches;
 - Maintain message brokers and keep them updated with the latest security patches;
 - Maintain self-hosted database and data visualization services, and keep them updated with the latest security patches;
 - Maintain integration services with the end applications (GMS STAR, GMS ONE and IPC) that comprise the system and keep them updated with the latest security patches;
 - Recover integration services with the end applications (GMS STAR, GMS ONE and IPC) that comprise the processing pipeline.
- Maintenance of AWS
 - Maintain AWS IoT rules providing connectivity status updates;
 - Ensure that overall AWS infrastructure runs as expected;
 - Ensure access to AWS components for the relevant applications and users.
- Other maintenance services
 - Maintain both test and production environments;
 - Maintain RFID middleware for all types of RFID and keep it updated with the latest security patches;
 - Maintain integration services with end applications (IPC, STAR and GMS ONE) that make up the system and keep them up to date with latest security patches;
 - Ensure the compatibility of middleware with newer firmware versions;
 - Maintain the remote access infrastructure and keep it updated with the latest security patches;
 - Diagnose issues arising from unexpected RFID and system abnormalities;
 - Provide assistance to the UPU as a second line of support and conduct remote investigations.

The UPU shall maintain responsibility for supervision of the services provided by the Vendor, including management of the overall activities, approaches taken, schedules and modifications thereof, completion procedures and implementation estimations.

4.3 Bidder requirements

Bidders are expected to have the necessary knowledge and expertise in the following areas:

- Programming languages and technologies: Java, Javascript, Kotlin and related technologies (HTTP, MQTT, TLS, Gradle);
- AWS IoT and related services;
- Good understanding of Linux, Bash and Docker;
- Good understanding of networking;
- Good understanding of proxy systems;
- Thorough understanding of the electronic product code (EPC) network and EPCIS;
- Thorough understanding of Impinj, Zebra, Motorola, Sirit readers and their respective SDKs;
- Experience of working with different VPN services;
- Experience of developing embedded systems and working with various kinds of MicroPC;
- Experience of the postal logistics network, architecture and multiple-country deployments;
- Experience of developing highly available systems;
- Experience of developing high-traffic systems.

4.4 Assessment criteria

The evaluation procedure, as set out in section 2.18, serves to determine as objectively as possible the best solution from the UPU's perspective, based on the tender documents received.

Bidders that do not fulfil the mandatory criteria as indicated in section 3 above will not be taken into consideration by the UPU.

Tenders will be assessed on the basis of the weighted criteria below:

- Financial criteria: Business model/costs: 30%
- Functional criteria
 - Vendor experience: 15%
 - Maintenance services: 50%
 - Compliance and regulations: 5%

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 September 2022 and to end in August 2025.

4.6 Location of the services

The Vendor or its assigned consultant shall work from its own premises or his/her home office, and shall liaise and work closely with the UPU (as instructed by the latter).

4.7 Reporting

The Vendor shall provide the UPU with weekly reports setting out the work performed by the Vendor during that time frame, in an appropriate format to be agreed upon by the parties (i.e. time sheets).

The UPU may contest the Vendor's time sheets within 10 business days of receipt thereof. If the time sheets are not contested by the UPU in writing within the said time frame, they may be deemed as accepted and the listed work as delivered.

4.8 Other requirements

Bidders shall describe any relevant procedures for ensuring the continuity of the services provided and for appropriate backup and retraining, as well as any relevant procedures pertaining to project management and communication.

Bidders shall also confirm that their tender covers all costs associated with the provision of the services referred to herein. Any other costs to be incurred by the Vendor, including any travel and subsistence costs incurred in the provision of the services at locations other than its own premises and specifically designated by the UPU, shall be subject to the prior written consent of the UPU. No other fees shall be paid, with the exception of reimbursement of other unavoidable costs incurred for successful delivery of the services, which shall also be subject to the prior written consent of the UPU.

4.9 Additional information

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