



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Phase II, volume II

Study into strategies for developing the traditional letter-post (documents) market

18 July 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 2.1.6 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 taxes¹.

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 specialized services with a view to assisting the UPU in researching strategies for developing the traditional letter-post (documents) market. The scope of the study is global, broken down into the following regional (geographic) markets:

- Africa
- Arab countries
- Asia-Pacific
- Caribbean
- Europe
- North America
- Latin America

2.4 *Background*

The UPU Convention divides letter-post items into basic services and three categories of supplementary services (optional, mandatory, and those with both optional and mandatory parts).² The limits of weight and size of the various letter-post items are also defined. For decades, postal operators worldwide have been confronted with the same challenges of declining letter volumes – mainly driven by the digitalization of services – and changing market needs and consumer behaviour. In this regard, the rate of decline in social mail has been higher compared to business mail, owing to the ease of electronic substitution and the fact that, in some countries, certain types of documents (such as contracts) are legally required to be physically signed, with proof of delivery.

In 2018, domestic letter-post volumes shrank by approximately 4.9%,³ and in 2020 by 13.6%.⁴ International letter-post volumes have continued to decline in line with the 10-year trend of -3% per year. Though the proportion of revenue from letter post has continued to fall – dropping from an average of 35.4% in 2019 to 32.7% in 2020, the lowest average proportion ever observed – the letter-post segment (including small packets containing goods) remains the largest source of revenue for postal operators. However, the proportion of income stemming from parcels and logistics continues to grow (30% of postal operators' overall revenue).

² www.upu.int/UPU/media/upu/files/aboutUpu/acts/actsOfCurrentCycle/actsLastCongressActsEn.pdf

³ "Postal economic outlook 2020: Navigating accelerated change during an unprecedented crisis", UPU.

⁴ "Postal economic outlook 2021: The difficult road towards profitable growth", UPU.

The growth of e-commerce and the associated shift of focus towards physical postal services containing goods may have the potential to undermine the development of the traditional letter-post (documents) market. The COVID-19 pandemic has further intensified the long-term downward trend of letters. It is therefore imperative that postal operators find strategies for developing the traditional letter-post (documents) market by continually innovating with new features, products and services.

Note. – This study excludes the Express Mail Service (EMS), which can also carry documents.

2.5 Objectives

The objectives of the study are as follows:

- i Critically evaluate the letter-post (documents) market and services with a view to establishing:
 - characteristics, conditions, trends and drivers of the market;
 - information on postal operators and their traditional letter-post market share;
 - product interactions, including cross-elasticity between cross-border services, price elasticity, demand trends, drivers and parameters;
 - information about the characteristics and key attributes of the traditional letter-post market, including their current usage and future demands from a customer point of view (senders and recipients);
 - market and product segmentation.
- ii Critically analyze the make-up, needs and requirements of letter-post (documents) customers by way of:
 - customer segmentation and market mapping: information and insights on customers' needs and motivations in the traditional letter-post markets, as an environment where multiple players may offer differentiated solutions, products and services, including value-added services;
 - providing information on drivers of customer (senders and recipients) satisfaction in the traditional letter-post market, while also taking into consideration the provision of such services in a multiple-operator postal environment.
- iii Analyze the competitive landscape of the letter-post (documents) market by determining:
 - the key players or competitors and the products they offer;
 - the challenges, opportunities, strengths and weaknesses of postal operators and competitors;
 - the relative market share and market strength of postal and non-postal operators in this market.
- iv Determine and extrapolate the possible development scenarios and future trends of each service offering in the letter-post (documents) market.
- v Make strategic, commercial, operational, IT and regulatory recommendations on strategies for developing the traditional letter-post (documents) market.

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

Upon receipt of this call for tenders, Bidders shall send confirmation of participation to the contact person listed in section 2.15, in line with the deadline indicated in section 2.20.

2.15 Contact person

Secretary of the Tenders and Procurements Committee
UPU 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 listed in section 2.15 **by 1 August 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-2022-010@upu.int with “**RFP-2022-010 – Traditional letter-post (documents) market study**” as the subject line.

The deadline for the submission of tenders is **15 August 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 must 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 on the basis of a non-exhaustive list of criteria as set out in section 4.4. Bidders are therefore required to 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	18 July 2022
Deadline for submission of participation notification	29 July 2022
Deadline for submission of queries	1 August 2022
Deadline for provision of responses to queries	8 August 2022
Deadline for submission of tenders to the UPU	15 August 2022 at 16.00 CEST
Estimated start of engagement	To be discussed with the Vendor

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.);
- Partners and equity holders of the company;
- Company history;
- Market position and share in 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. 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.

The assessment criteria applicable to the technical proposal are outlined in section 4.4.

3.6 *Financial proposal*

The budgetary ceiling is set at 30,000 CHF (thirty thousand Swiss francs) inclusive of all costs and any applicable taxes, but exclusive of any travel and subsistence costs. All travel, accommodation and subsistence expenses shall be covered by the UPU, subject to prior approval, based on the relevant UPU rates and applied solely in case of services performed outside the assigned consultant's current country of residence.

Proposals that fail to include the required activity and deliverables set out in section 4 within this budgetary ceiling or exceed the budgetary ceiling shall not be considered by the UPU.

In the event of the sudden departure of an individual consultant, the Vendor shall provide 10 extra consulting days by the replacement consultant at no additional charge. Bidders shall not include VAT in their pricing structure, as per section 2.11. Furthermore, all pricing information shall be provided exclusively in Swiss francs (CHF).

The financial proposal will be evaluated alongside other assessment criteria, as detailed in section 4.4.

3.7 *Delivery and payment schedule*

The delivery and payment schedules are to 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 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 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 *Description of the services and activities*

The Vendor shall perform the following services and activities:

- Design and develop an appropriate research methodology, means of qualitative and quantitative data collection (covering both primary and secondary sources), and data analysis instruments;
- Determine the population and sample of the research, which should include designated operators in all the UPU regions and, to the extent possible, their respective business and individual customers, as well as competitors or other players operating in the letter-post (documents) market, segmented according to each of the letter-post services defined in the UPU regulations;
- Develop the appropriate tools and instruments (research questions, interviews, observations, surveys, focus groups, etc.) in order to provide a comprehensive response to the fundamental problem being addressed and realize the objectives of the study;
- Using primary and secondary data sources:
 - critically evaluate the letter-post (documents) market and services;
 - critically analyze the make-up, needs and requirements of letter-post (documents) customers;
 - analyze the competitive landscape of the letter-post (documents) market;

- Interpret the findings and results, and draw appropriate recommendations and conclusions on:
 - possible development scenarios and future trends in the letter-post (documents) market for each of the letter-post services defined in the UPU regulations;
 - the best strategies for developing the traditional letter-post (documents) market.

4.2 *Expected deliverables*

The Vendor's deliverables shall include:

- A detailed description of the final report's structure, suggested research methodologies, population and sample, research questions, subsequent analyses, and model specifications with key assumptions and limitations, to be submitted no later than 2 weeks after the commencement of the assignment;
- An initial interim report, containing an interpretation of the preliminary results of the estimations carried out and comprising a qualitative and quantitative analysis of the data gathered and the gaps still to be completed, to be submitted no later than 8 weeks after the commencement of the assignment;
- A second interim report, analyzing all of the points specified above in section 2.5 (Objectives), comprising a quantitative and qualitative analysis of the data gathered and the gaps still to be completed, to be submitted no later than 11 weeks after the commencement of the assignment;
- A comprehensive final report, containing a detailed analysis of all the elements specified in section 2.5 (Objectives), and all revisions and amendments agreed with the UPU at meetings to review the two interim reports, to be submitted no later than 14 weeks after the commencement of the assignment;
- A presentation accompanying the final report, highlighting the key findings and results of the study, in PowerPoint format.

The above-mentioned deliverables shall include the following information and materials, as applicable:

- An electronic version of the report with its annexes;
- An electronic database concerning all of the statistics/data collected from all sources during the research and analysis;
- A complete list of research materials used (detailed bibliography);
- Electronic copies of the sources;
- A presentation of the final report, in PowerPoint format.

4.3 *Bidder requirements*

Bidders shall be companies of international repute in the areas of activity defined herein.

Moreover, Bidders are expected to demonstrate:

- Proven experience of working in the postal sector;
- Experience in the successful delivery of impact-driven, large-scale postal research projects;
- In-depth knowledge of the various postal services applicable to the traditional letter-post (documents) market;
- Good knowledge of the UPU regulations governing the aforementioned postal services;
- Ability to conduct comparative studies and analyses of the competitive landscape using a vast amount of data and to draw value-adding inferences;
- Sufficient and qualified human resource capacity and capability to deliver the services and activities described herein.

Experience working with United Nations entities, including the UPU, or other intergovernmental organizations is considered an advantage.

Bidders should propose at least three individual consultants in accordance with the requirements specified in this call for tenders. Bidders are required to provide the CVs and diplomas of the said consultants. 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.

4.4 Assessment criteria

Tenders will be assessed based on a scoring system of up to 70 points for the technical proposal (criteria 1 to 4) and 30 points for the financial proposal (criterion 5), as follows:

<i>Assessment criteria</i>		<i>Points obtainable</i>
1	Capacity and capability of consultant(s) (i.e. experience, qualifications)	15
2	Company profile and experience in developing and delivering similar large-scale postal research projects	15
3	Knowledge of various postal services applicable to the traditional letter-post (documents) market	20
4	Knowledge of the regulations governing the various postal services applicable to the traditional letter-post (documents) market	20
5	Financial proposal, including a pricing structure commensurate with duties	30

Bidders shall provide evidence of their ability to meet these requirements by means of a list of references.

4.5 Estimated duration of the services

The commencement date of the services will be discussed with the Vendor, with an estimated duration of three and half months (14 weeks).

4.6 Location of the services

The Vendor or its assigned consultant shall in principle work from that party's own office or home office and conduct technical missions, as approved by the UPU, at the operational sites of the sample population of the study. The Vendor or its assigned consultant shall coordinate and work closely with the UPU (as instructed by the latter) and may be required from time to time to carry out certain tasks from the headquarters of the UPU in Berne, Switzerland, as well as any other locations as may be determined from time to time by the UPU.

4.7 Reporting

The Vendor shall provide the UPU with reports every three weeks, setting out the relevant services performed by the Vendor during that time frame. Such reports shall be prepared in accordance with a structure and format defined by the UPU (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 within the said time frame, the services detailed therein may be deemed as duly provided by the Vendor and accepted by the UPU.

4.8 Other requirements

Bidders shall describe any relevant procedures for ensuring the continuity of the research project despite disruptions that may arise from staff changes, relocation or other manageable risks.

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.

This project is made possible by payments made by a single donor operator. Notwithstanding any other term, a Bidder's tender may be disqualified if that Bidder (or any of the Bidder's agents, consultants, employees or

subcontractors) is a person or entity to which the national law or policy of the donor operator would otherwise prohibit payments or exports, including but not limited to any persons or entities appearing on applicable prohibited parties or transactions lists.

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.

Phase I of the project and the other volumes of phase II are the subject of separate calls for tenders, which are published on the UPU website at www.upu.int/en/Universal-Postal-Union/Procurement.