



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Feasibility study and report on target setting for the reduction of greenhouse gas emissions by designated operators of UPU member countries

4 August 2022

Table of contents		Page
1	Introduction	3
1.1	Profile of the UPU	3
2	Terms and conditions	3
2.1	Confidentiality	3
2.2	Legal status of the Vendor	3
2.3	Scope of the call for tenders	4
2.4	Background	4
2.5	Objectives	5
2.6	Use of subcontractors	5
2.7	Use of the emblem, name and initials of the UPU	5
2.8	Collusive bidding, anti-competitive practices and any other similar conduct	5
2.9	Intellectual property	5
2.10	Privileges and immunities	5
2.11	Tax exemption	6
2.12	Language	6
2.13	Signature	6
2.14	Participation notification	6
2.15	Contact person	6
2.16	Further inquiries and questions	7
2.17	Delivery of tenders and deadline	7
2.18	Evaluation procedure	7
2.19	Modification, suspension or cancellation of the call for tenders	7
2.20	Tentative schedule	8
3	Tender structure – Response format	8
3.1	Cover letter	8
3.2	Executive summary	8
3.3	Bidder information	8
3.4	Subcontractor information	9
3.5	Technical proposal	9
3.6	Financial proposal	9
3.7	Delivery and payment schedules	9
3.8	UPU General Terms and Conditions	9
4	Service requirements	9
4.1	Description of the services and activities	9
4.2	Expected deliverables	12
4.3	Bidder requirements	12
4.5	Estimated duration of the services	12
4.8	Other requirements	13
4.9	Additional information	13

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.

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 CFT. 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 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, they must 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.

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 feasibility study and report tentatively entitled “Target setting for the reduction of greenhouse gas emissions by designated operators of UPU member countries”.

This study and associated report will include the development of a methodology and subsequent analysis to identify appropriate (technically feasible) levels of reduction (emission reduction targets) in Scope 1 and Scope 2 greenhouse gas (GHG) emissions (as defined in the GHG Protocol Corporate Standard) for designated operators of UPU member countries (DOs) to be achieved within defined timeframes. These emissions cover the full range of activities associated with the transportation of postal items by DOs, as well as any additional services offered by DOs (e.g. financial services, data management and government administration). Emission reduction targets will be expressed as a percentage reduction in emissions for all DOs combined (i.e. for global UPU emissions), in reference to a baseline year.

The report will also clearly detail the extent of infrastructural changes required to implement the aforementioned targets (e.g. changes to the composition and/or operation of relevant postal infrastructure, or to the sourcing of electricity and/or other supplies).

The reduction targets will be contextualized by (and aligned with) the goals outlined in the 2015 Paris Agreement on Climate Change, including with respect to the setting of short- and medium-term target dates as appropriate.

The report will acknowledge and account for the fact that the level of contribution of individual DOs towards achieving global UPU emission reduction targets will vary, depending, among other things, on their baseline emission levels, and their achievements to date in emission reduction.

2.4 Background

In 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development, which includes five goals relating to climate protection, reduction of GHG emissions and environmental sustainability. This makes it an imperative policy area for the Union, as a specialized agency of the United Nations.

In 2016, the UPU established its Online Solution for Carbon Analysis and Reporting (OSCAR), which is made available to DOs at no charge. OSCAR users do not require any specialized knowledge of carbon accounting – activity data can simply be uploaded, and OSCAR automatically calculates emissions by scope and generates results by source categories (such as road transportation or buildings). Each year, approximately 40 DOs make direct use of OSCAR, and an additional 18 DOs share their Scope 1, 2, and 3 data with the UPU via a third party. The UPU therefore has access to historical data for DO emissions and postal infrastructure, at varying levels of detail.

In 2021, the UPU Congress adopted resolution C 17/2021 (Reduction of greenhouse gas emissions in the postal sector), instructing the UPU Council of Administration to evaluate and make recommendations to the next Congress (or Extraordinary Congress, if convened) on the feasibility of the postal sector adopting voluntary targets to reduce GHG emissions from its operations over a defined period of time, taking into account nationally determined contributions and climate change goals under the Paris Agreement on Climate Change.

Through this study, the UPU wishes to gain a better understanding of what reductions in the Scope 1 and Scope 2 emissions are technically feasible over different timescales. The results of the study will be used by the UPU’s governing bodies to support relevant consultation and decision-making processes for appropriate voluntary targets, and to determine the levels of technical support and investment that would be needed to achieve these targets.

2.5 Objectives

The overall purpose of the study is to identify collective, ambitious, technically feasible emission-reduction targets that could potentially (and voluntarily) be adopted by DOs. The study will have three phases: 1) methodology development; 2) data collection; and 3) data analysis. The Vendor will be responsible for the conduct of Phases 1 and 3, while the UPU (through its International Bureau) will carry out Phase 2 with the relevant support of the Vendor, as further detailed in section 4.1.

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 call for tenders.

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 person

Secretary of the Tenders and Procurements Committee
Universal Postal Union
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 CFT or any requests for clarification in writing to the contact person listed in section 2.15 **no later than 19 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

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-2022-011@upu.int with “RFP-2022-011–Climate Targets” as the subject line.

The deadline for the submission of tenders is **16 September 2022 at 16.00 CEST (UTC+2)**.

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 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. All tenders 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 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.

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 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	4 August 2022
Deadline for submission of queries	19 August 2022
Deadline for provision of responses to queries	31 August 2022
Deadline for submission of tenders to the UPU	16 September 2022
Estimated start of engagement	November 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.);
- 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.

The assessment criteria applicable to the technical proposal are outlined in section 4.2.

3.6 *Financial proposal*

Bidders shall prepare a detailed, phase-by-phase budget, based on daily rates and time allocation for their relevant consultant(s), as per section 4.4 below.

The budget ceiling is 75,000 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.

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. 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.

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

3.8 *UPU General Terms and Conditions*

Bidders shall include in their tenders a statement of acceptance of the UPU General Terms and Conditions for the Provision of Services, attached hereto for reference (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 and activities*

The study shall be conducted under the overall supervision and guidance of the UPU (through the Policy, Regulation and Markets Directorate of its International Bureau). The UPU shall be responsible for:

- Monitoring the direction and progress of the study;
- Approving the proposed methodology;
- Commenting on and setting expectations for interim deliverables; and
- Approving all other deliverables under the study.

Project management meetings shall be held virtually using appropriate telecommunication tools. In-person

meetings, as and when deemed necessary by the UPU, shall be held at the UPU's headquarters in Berne, Switzerland.

Bidders' proposals shall outline a detailed project governance and project management plan, including milestones, project management meetings/calls and mechanisms, and deliverable acceptance processes.

Bidders shall propose a robust and innovative approach to achieving the goals of the study as outlined in section 2.5 and below.

Phase 1 – Methodology development

The Vendor shall develop a transparent, comprehensive methodology for generating a combined estimate of the global baseline emissions for all DOs, and for identifying technically feasible emission reduction targets. Assumptions (e.g. about postal infrastructure operation or energy mix) should be explicitly stated and justified, along with sufficient detail on any proposed modelling approaches to enable their repetition in the future. This shall include clear recommendations on what information the UPU will need to obtain from DOs during Phase 2 (data collection).

A key objective of the methodology development phase is to identify the minimum level of data that DOs will need to provide for the baseline (reference) year in order for the Vendor to generate baseline emission estimates, and the minimum data required for the Vendor to identify technically feasible emission reduction targets.

The UPU has collected annual data from DOs on their GHG emissions since 2016, using the OSCAR carbon accounting tool. This tool requires detailed data input, e.g. reporting annual fuel use by multiple vehicle categories. Some DOs are not currently able to collect such detailed information, so the UPU is seeking a simplified carbon accounting methodology, and a list of the data inputs required from each DO.

Both detailed and summary emission data for relevant DOs will be made available to the Vendor at the start of Phase 1 to support the development of the methodology.

Furthermore, the following key questions shall be addressed during Phase 1:

- What is the most appropriate baseline year to use for emission target setting in the postal sector (e.g. considering the disruptions to postal operations during the COVID-19 pandemic)?
- How will an estimate of global Scope 1 and 2 emissions for the baseline year be generated, despite likely data gaps?
- How will an estimate of global vehicle mix (and other key infrastructure variables) for the baseline year be generated, despite likely data gaps?
- What are the most appropriate short- and medium-term dates for setting emission reduction targets?
- What are typically the most effective options for DOs to reduce their emissions?
- How can the aforementioned emission reduction options be incorporated into the calculation of technically feasible and ambitious global targets for emission reduction?
- How should the speed/rate at which mitigation could be implemented be incorporated into the target-setting process? (Targets should be supported by evidence that the proposed emission reduction targets are technically feasible for DOs.)
- What is the best way to present the proposed emission reduction targets in the final report on the study, ensuring that the practical implications of setting such targets and associated requirements are clear and readily understood?
- What is the best way to align and contextualize the proposed emission reduction targets with the goals agreed in the 2015 Paris Agreement on climate change and the most up-to-date scientific research on this subject?
- What questions is it essential that the UPU ask DOs during Phase 2 (Data collection)?

Phase 2 – Data collection

The UPU is in regular contact with its member countries and their DOs, including on matters related to sustainable development. During Phase 2, the UPU will therefore survey DOs to secure the information needed by the Vendor for the conduct of Phase 3 (Data analysis).

As noted in section 2.4, the relevant emissions and infrastructure data currently held by the UPU does not cover all DOs of all Union member countries. The UPU will work towards collecting the missing data, based upon the methodology and associated requirements identified in Phase 1.

The data collection process shall be carried out by the UPU over a three-month period, following the completion of Phase 1. The Vendor will provide support to the UPU during Phase 2, including assisting the UPU in addressing relevant queries from DOs. However, it should be noted that some DOs may not have records for all of the data requested. (The methodology developed in Phase 1 should therefore incorporate steps for managing such data gaps.)

Upon completion of Phase 2, the response data will be collated and sent to the Vendor for analysis.

Phase 3 – Data analysis

The primary objective is to undertake two analyses of the data collected during Phase 2: 1) a global estimation of Scope 1 and Scope 2 GHG emissions for UPU DOs for a common baseline year; and 2) an identification of the levels of reduction in Scope 1 and Scope 2 GHG emissions that are technically feasible within defined timeframes.

The main output will be a report that demonstrates the main findings from the aforementioned analyses. Importantly, it will present emission reduction targets in a way that clearly details relevant technical implications, as well as potential savings for transportation infrastructure, building operations, and energy procurement, among others.

As the report will be used by the UPU's governing bodies to support relevant consultation and decision-making processes on appropriate voluntary targets, and to determine the levels of technical support and investment that would be needed to achieve these targets, it should provide sufficient contextual information and narrative to support this process. Potential sections/topics to be included in the report are listed below:

- An overview of the study's methodology;
- An outline of key emission reduction options (technology, efficiencies, training, procurement, etc.);
- An overview of the progress made by specific DOs in setting targets and reducing emissions;
- A summary of annual emission reduction rates already achieved by specific DOs, and other sectors;
- An overview of the proposed emission reduction targets (including disaggregation as per the different emission reduction options);
- An explanation of how the proposed emission reduction targets are aligned with the goals of the 2015 Paris Agreement on Climate Change;
- An overview of a selection of targets that are less ambitious than the proposed emission reduction targets, for comparison purposes, and an indication of how these might be met via different emission reduction options;
- A summary of the main potential barriers and solutions pertaining to the proposed emission reduction targets.

As part of their proposals, bidders shall prepare an outline of their broad approach to achieving the goals outlined above. This outline shall clearly identify the processes used to achieve these goals, relevant timeframes, and the resources required.

4.2 *Expected deliverables*

In addition to any relevant interim documents, the Vendor's deliverables are:

- *An Inception Report* (to be delivered within 15 days from the launch of the study) setting out the broad approach of the study and relevant timeframes;
- *A Methodology Report* (to be delivered upon completion of Phase 1) detailing the methodology for identifying technically feasible emission reduction targets, and including a list of questions to be used by the UPU during Phase 2 (data collection);
- *A presentation by the Vendor* on the methodology, to the relevant UPU meeting (presentation date depends upon agreed project timeline);
- *A Draft Study Report* (to be delivered at the six-week point of Phase 3) that meets the objectives detailed in sections 2.5 and 4.1 and demonstrates the main findings from the analysis undertaken;
- *A Final Study Report* (to be delivered upon completion of Phase 3) incorporating the comments/ observations of the UPU on the Draft Study Report;
- *A presentation by the Vendor* on the study results, to the relevant UPU meeting (presentation date depends upon agreed project timeline);
- *All scripts and input data* for any statistical models, along with documentation covering model-selection processes, outputs/results and validation.

Bidders shall detail the relevant process and timeline for the completion of the aforementioned deliverables, covering how and when each deliverable will be prepared, as well as the mechanisms to receive comments and approvals from the UPU to finalize each deliverable.

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

4.3 *Bidder requirements*

Bidders shall be companies (consultancy firms) of international repute in the areas of the activity defined herein.

Moreover, Bidders shall be able to demonstrate:

- Proven experience of working on carbon accounting and associated target-setting;
- An understanding of the challenges associated with working with incomplete datasets, as well as appropriate modelling solutions;
- Knowledge of the relative effectiveness of different emission mitigation technologies.

4.4 *Assessment criteria*

Bidders' tenders will be assessed based on a scoring system of up to 80 points for the technical proposal (criteria 1 to 4) and 20 points for the financial proposal (criterion 5), as follows:

	<i>Evaluation criteria</i>	<i>Points obtainable</i>
1	Proposed methodology	35
2	Experience in carrying out similar actionable studies	25
3	Experience in and understanding of the sector	10
4	Team composition and experience of team leader	10
5	Financial proposal, including a pricing structure commensurate with duties	20

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 services are scheduled to commence in November 2022. It is expected that Phase 1 will take two months, Phase 2 will take three months, and Phase 3 will take two months. These phases will run consecutively. Bidders shall clearly define any risks, constraints and mitigation measures to be put in place to successfully conduct the study.

4.6 Location of the services

The Vendor or its assigned personnel shall in principle work from their own office or home office. The Vendor or its assigned consultant shall coordinate and work closely with the UPU (as instructed by the latter).

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 timeframe. These reports shall be prepared in accordance with a structure and format defined by the UPU (in the form of 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 timeframe, 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, 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 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.

4.9 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.