

Call for tenders

Establishment of a postal regulatory database and conduct of a comparative study on regulatory frameworks

24 February 2023

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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.

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.

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.

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 from July to November 2023 to establish an interactive electronic postal regulatory database and to conduct a comparative study on postal regulatory frameworks in different countries.

The first aim is to create a database comprising all of the viable data that the International Bureau (IB) collects and collates on a regular basis relating to postal policy and regulation in member countries, in order to facilitate users' access to that data and increase the usefulness thereof.

The second aim is to standardize and categorize the regulatory frameworks of member countries into several well-defined models based on multiple criteria (e.g. organizational features of designated operators and regulators, scope and funding mechanisms of the universal postal service (UPS), access and service standards), so as to simplify and facilitate analysis of trends and to serve as target models for countries currently in the reform process.

The existence of such a database and the classification of regulatory frameworks would enable the UPU to increase its capacity to conduct in-house and on-demand research projects on basic postal regulatory issues.

2.4 Background

As explained in the introduction, the UPU's mission is to ensure the provision of an efficient and accessible universal service across the single postal territory. Postal policy and regulations must therefore be market-responsive, demand-driven, sustainable and mindful of national economic, political and developmental priorities.

The IB provides the required substantive expertise and support for establishing policy and rules at UPU and national level. In this regard, it carries out in-depth studies and analysis, and makes recommendations to the UPU bodies with regard to changes to rules and/or policy on the following:

- universal service obligation (USO);
- postal regulatory reform;
- extraterritorial offices of exchange (ETOE) and international mail processing centres (IMPCs);
- designation of governmental entities, regulators and designated operators;
- next-generation regulatory issues, such as data protection and privacy;
- review of or consultation on postal reform regulatory packages at national government level for member countries (in line with regional development plans);
- development of regulatory and policy modules for workshops, in accordance with regional priorities within the framework of the Integrated Postal Reform and Development Plan (IPDP); and
- publication of a global panorama on postal regulation and UPS provision, an analytical study of ETOEs and multiple designated operators, and a comparative study on regulatory frameworks.

To carry out the aforementioned tasks, as set out in work proposal 3.2.5 of the Abidjan Business Plan (PPR 2 – Analysis of universal service, regulation and postal policy), it is important to establish a regulatory database containing various types of information on postal policy and regulations in member countries and integrating the results of the following important surveys:

- survey on ETOE-related policies;
- UPS survey;
- status and structure of postal entities;
- postal statistics; and
- the Integrated Index for Postal Development (2IPD).

This postal regulatory database would serve as a foundation for the UPU to increase its capacity to conduct in-house research projects on basic postal regulatory issues upon demand from member countries. In this context, the comparative study of regulatory frameworks could function as a pilot project enabling the IB to build such capacity.

2.5 Objectives

The UPU seeks the services of an external consultant to:

- develop an interactive electronic postal regulatory database that contains comprehensive information on the postal policies and regulations of member countries, and ensure that the database is regularly updated and available via the UPU website for the use of UPU member countries and restricted unions;
- based on the postal regulatory database, conduct a comparative study on postal regulatory frameworks in member countries, including analysis of structures, models, best practices and case studies, to develop theories and advisory conclusions.

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(s) listed in section 2.15 **by 24 March 2023**.

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 10 March 2023**.

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-2023-005@upu.int with “RFP-2023-005 – Establishment of a postal regulatory database and conduct of a comparative study on regulatory frameworks” as the subject line.

The deadline for the submission of tenders is **31 March 2023 at 18.00 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

Deadline for submission of queries	10 March 2023
Deadline for provision of responses to queries	17 March 2023
Deadline for submission of participation notification	24 March 2023
Deadline for submission of tenders to the UPU	31 March 2023 at 18.00 CEST
Estimated start of engagement	3 July 2023

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 these subcontractors' involvement in the provision of the services.

3.5 *Proposal*

Bidders shall submit a 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 an all-inclusive pricing structure applicable throughout the contract period. The term "all-inclusive" shall be understood to mean that all costs that may be incurred by the consultants in their completion of the assignment are taken into account in the price stated in the proposal.

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).

The budgetary ceiling is 40,000 CHF inclusive of all costs (including support, communications and travel) and any applicable taxes. Proposals that fail to deliver all objectives within this budgetary ceiling or that exceed the budget will not be considered.

3.7 *Delivery and payment schedule*

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

Start date: 3 July 2023
End date: 15 November 2023

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 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

The Vendor will be expected to provide the services set out below.

4.1.1 Establishment of a postal regulatory database

The database should include all of the viable data that the IB collects and collates on a regular basis relating to postal policies and regulations in member countries. In order to facilitate users' access to that data and increase the usefulness thereof, the database should be interactive and available online for easy reference, with the option to download data in different electronic file formats, including Excel and XML.

It is proposed that the work required to establish this database be structured as follows:

- Phase 1: Preparation
 - Collate of all types of regulatory data collected and managed by the IB, including the regulatory data from the surveys mentioned in section 2.4;
 - Devise an appropriate data frame that takes into account the studies conducted/to be conducted by the IB (e.g. comparative study on regulatory frameworks, multiple designated operators, ETOEs, data collection and protection policy and regulations), including the most frequently used data elements and mapping current data to the suggested frame;
 - Develop a mechanism to maintain and update the data collected through the surveys conducted by the IB.
- Phase 2: Establishment of the database
 - Create a working version of the database, bearing in mind the following factors:
 - i Users should be able to sort the data by:
 - individual country, group of countries (e.g. economic development, income), region or customized category (to this end, general information on the member countries should be included in the database); and/or
 - postal policy or regulatory topic or area, e.g. number of designated operators, definition and scope of the UPS, USO funding mechanism, access and service standards, customer/consumer protection standards, policy on ETOEs, legal structure of designated operators (e.g. government entity to fully privatized corporation), etc.;
 - ii Users should be able to access data from at least 2003, when the UPS survey was launched;
 - iii Users should be able to navigate within the database via a visual means, such as a world map;
 - iv Users should be able to easily download the information that they have called up;
 - v Users should be able to obtain brief statistical information, such as aggregations, averages, etc.
- Phase 3: Test run
 - Perform a test run by using the database to conduct the comparative study of regulatory frameworks;
 - Compile feedback on issues encountered and rectify errors.
- Phase 4: Finalization
 - Present the database to the UPU Council of Administration (CA);
 - Launch the database for users.

4.1.2 Comparative study of regulatory frameworks

As this will be a prototype research project, the analysis of the relevant data should be based primarily on the postal regulatory database. If any additional information is needed, a survey of member countries should be conducted.

The main goal is to standardize and categorize the regulatory frameworks of member countries into several well-defined models based on multiple criteria (e.g. organizational features of designated operators and regulators, scope and funding mechanisms of the UPS, access and service standards, etc.), so as to simplify and facilitate analysis of trends and to serve as target models for countries currently in the reform process.

It is proposed that the work required to conduct the comparative study be structured as follows:

- Phase 1: Desktop study and survey
 - Review the results of previous relevant surveys (e.g. ETOEs, UPS, status and structure of postal entities) and publications (Universal Postal Service and Postal Regulation – A Global Panorama);
 - Develop a questionnaire to survey the status and structure of postal entities, with a view to facilitating the extraction and analysis of data therefrom, and review the data frame in relation to the questionnaire;
 - Conduct the survey and incorporate the results into the regulatory database.
- Phase 2: Comparative study (based on the regulatory database)
 - Extract key criteria to generate several categories of regulatory framework in member countries, so as to identify distinctive types of or patterns in regulatory frameworks;
 - Analyze structures and models of postal regulations in each category, identifying best practices and drawing up case studies;
 - Develop theories and advisory conclusions with regard to postal regulations, comparing the different categories.

4.1.3 Deliverables

<i>Project</i>	<i>Phase</i>	<i>Deliverables</i>	<i>Deadline (launch date 3 July)</i>
Regulatory database	1 Preparation	Review the current regulatory data collected and managed by the IB and extract data elements	14 July
		Draft the data frame (see Annex 1)	28 July
		Draft a mechanism to update data	4 August
	2 Establishment	Establishment of the database	15 September
	3 Test run	(Test run performed by conducting the comparative study – see phase 2 below)	(13 October)
		Compile feedback on issues encountered and rectify errors	20 October
	4 Finalization	Presentation to the CA at its November session	Early November
		Launch the database for users	17 November
Comparative study on regulatory frameworks	1 Desktop study and survey	Draft questionnaire to survey the status and structure of postal entities, review the data frame in view of the questionnaire, and send out the survey	28 July
		Incorporate the results into the regulatory database	1 September
	2 Comparative study	Suggest key criteria for categorization and identify the categories with best practices	29 September
		Draft results of the study with theories and advisory conclusions	13 October
		Presentation to the CA at its November session	Early November

4.2 Bidder requirements

Bidders shall be consultancy firms, or one or more individual consultants, of international reputation in the areas of activity defined herein.

Bidders shall demonstrate a record of satisfactory performance in similar activities (i.e. reference letters and/or work completion certificates). The business transactions and activities carried out by the Bidder must be compliant with the mandates and principles of the UPU.

4.3 Consultant requirements

Bidders not operating as an independent consultant should propose at least three individual consultants in accordance with the requirements specified in this call for tenders for the performance of the services and activities described herein. Bidders are required to provide the CVs and diplomas of the said consultants, as well as a letter of motivation and a brief write-up (maximum 1,000 words) of the consultants' approach and methodology with regard to the project, for further verification and evaluation by the UPU. The UPU shall have the right to reject a proposed consultant if the individual does not fulfil the UPU's requirements as defined in this call for tenders.

Bidders not operating as an independent consultant should describe any relevant procedures concerning the replacement of individual consultants if so requested by the UPU.

4.4 Assessment criteria

Bidders will be assessed on the basis of a scoring system of up to 70 points for their proposal and 30 points for their pricing structure.

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

<i>Criteria</i>	<i>Points obtainable</i>
Experience of conducting similar actionable projects	20
Experience and knowledge of postal policy, regulation and legal frameworks	20
Proposed structure of the regulatory database	15
Proposed methodology for the comparative study of regulatory frameworks	10
Composition of the team and experience of the team leader	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 July 2023 for a total contract term of 4.5 months. The initial results of the project are to be presented to CA Committee 2 in November 2023. The final results (deliverables) are then to be completed and published by 15 November 2023.

4.6 Location of the services

The Vendor or its assigned consultant shall in principle work from its own premises or his/her home office.

The Vendor or its assigned consultant shall liaise 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.

4.7 Reporting

The Vendor shall provide the UPU with completed drafts of the data frame, the mechanism to update data and the questionnaire to survey the status and structure of postal entities (phase 1 of both projects in the table in section 4.1.3). The Vendor shall also provide the UPU with the electronic database and complete draft of the study (phase 4 of the regulatory database project and phase 2 of comparative study on regulatory frameworks project). Furthermore, the Vendor shall participate in the CA session of November 2023, either remotely or in person, to present the database and the study results (phase 4 of the regulatory database project and phase 2 of comparative study on regulatory frameworks project – exact dates to be determined). The deadlines are indicated in section 4.1.3.

The Vendor shall carry out the activities set out herein in collaboration with the IB and shall provide regular progress reports to the IB on these activities, with the associated time sheets. Specific modalities for periodic reporting by the Vendor to the UPU shall be jointly defined.

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 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.

Sample data frame

The following is a sample data frame comprising items extracted from the regulatory surveys currently conducted and managed by the IB's Policy, Regulation and Markets Directorate. It is provided in order to illustrate the aim of the project and is to be further developed as part of the project.

I. By country

0	Country information
0.1	Name
0.2	Geographical region
0.3	Economic development class
0.4	Population
0.5	Area of territory
0.6	GDP or GNI
0.7	Postal market (volumes)
1	Definition and entities
1.1	Definition
1.1.1	Form
1.1.2	Plan for defining the UPS
1.2	Designated operator
1.2.1	Name
1.2.2	Status
1.2.3	Human resources
1.2.3.1	Status of personnel
1.2.3.2	Establishment and level of remuneration
1.3	Government entity
1.3.1	Name
1.3.2	Responsibilities
1.4	Regulator
1.4.1	Name
1.4.2	Status
1.4.3	Role in the provision of the UPS
2	Scope of the UPS
2.1	Letter post
2.1.1	Priority/non-priority items (not including books, newspapers and periodicals)
2.1.2	Books, newspapers and periodicals
2.1.3	Items for the blind
2.1.4	Small packets
2.1.5	Supplementary services
2.2	Parcels
2.3	Other services
2.3.1	Financial services
2.3.2	Non-financial services
2.3.3	E-commerce-specific delivery services
3	Access and service standards of the UPS
3.1	Access standards to the postal network
3.1.1	By the general public
3.1.2	Exclusively by the designated operator

- 3.2 Standards for delivery points
 - 3.2.1 Types
 - 3.2.2 Specifications
- 3.3 Standards for the number of collection and delivery days per week
 - 3.3.1 In urban areas
 - 3.3.2 In rural areas
- 3.4 Standards for post offices
 - 3.4.1 Minimum opening hours
 - 3.4.2 Regulations or approval process requirements for establishing and closing post offices
- 3.5 Regulations or requirements on access points
 - 3.5.1 Type of operation
 - 3.5.2 Type of ownership
- 3.6 Publication of the achievement of standards
- 4 Customer/consumer protection standards of the UPS
 - 4.1 Treatment of customer complaints
 - 4.1.1 Standards
 - 4.1.2 Measurement
 - 4.2 Customer satisfaction
 - 4.2.1 Standards
 - 4.2.2 Measurement
 - 4.2.3 Specific body
 - 4.2.3.1 Type
 - 4.2.3.2 Status
 - 4.2.4 Independent body which acts as the voice of the customer
 - 4.2.4.1 Type
 - 4.2.4.2 Name
 - 4.2.4.3 Main roles
 - 4.2.5 Publication of the achievement of standards
 - 4.3 Service standards
 - 4.3.1 By type of service
 - 4.3.2 Measurement
 - 4.3.3 Publication of the achievement of standards
 - 4.4 Clearance standards
 - 4.4.1 Agreed standards with customs authorities
 - 4.4.2 Monitoring
 - 4.5 Treatment of claims and inquiries
 - 4.5.1 Standards
 - 4.5.2 Measurement
 - 4.5.3 Publication of the achievement of standards
 - 4.5.4 Publication of the related figures
 - 4.6 Security standards
 - 4.6.1 Airport security for the safe receipt and dispatch of mail
 - 4.6.1.1 Designation of an airport security coordinator
 - 4.6.2 Detection and prevention of the postal transmission of dangerous goods
 - 4.6.3 Prevention of the theft of domestic and international mail
 - 4.6.4 Publication of the achievement of standards
- 5 Financing of the UPS
 - 5.1 Funding mechanism for the UPS
 - 5.1.1 Type
 - 5.1.1.1 Reserved area
 - 5.1.1.2 Government subsidy
 - 5.1.1.3 Resources from a specially set up fund (UPS fund)
 - 5.1.1.4 Resources from other more lucrative segments
 - 5.1.2 Cost accounting
 - 5.1.2.1 Methodology
 - 5.1.2.2 Plan to reduce costs

- 5.2 Price-setting of the UPS
 - 5.2.1 Process
 - 5.2.2 Lower tariff obligation
 - 5.2.2.1 Type of items
 - 5.2.2.2 Related funding mechanism
- 6 Policy changes
 - 6.1 Postal reform
 - 6.2 Regular review of the UPS
 - 6.2.1 Main reason
 - 6.2.2 Process for gathering and reflecting public needs in the definition and scope of the UPS
 - 6.3 Impact of COVID-19
 - 6.3.1 Modification of aspects of the UPS
 - 6.3.2 Areas of modification
 - 6.3.3 Types of modification
- 7 Market competition
 - 7.1 Legal and regulatory foundation
 - 7.2 Scope of services
 - 7.3 Extent of the competition
- 8 Extraterritorial offices of exchange (ETOE)
 - 8.1 Establishment of ETOEs
 - 8.2 Types of service allowed
 - 8.3 Conditions of operation of ETOEs
 - 8.3.1 UPU documentation
 - 8.3.2 Bilateral agreements with destination designated operators
 - 8.4 Treatment of inbound items tendered by ETOEs
 - 8.4.1 Acceptance by the designated operator
 - 8.4.2 Types of service allowed
 - 8.4.3 Conditions of acceptance
 - 8.4.3.1 UPU documentation
 - 8.4.3.2 Postal customs clearance procedures
 - 8.4.3.3 UPU terminal dues rates
 - 8.4.3.4 Bilateral agreements with the ETOE operator of origin
 - 8.4.3.5 Reciprocity agreements with the country in which an ETOE is located

II. Aggregation categories

- 1 By group
 - 1.1 Geographical groups
 - 1.1.1 Western hemisphere
 - 1.1.2 Eastern Europe and Northern Asia
 - 1.1.3 Western Europe
 - 1.1.4 Southern Asia and Oceania
 - 1.1.5 Africa
 - 1.2 Economic development class
 - 1.2.1 Eastern Asia and Pacific
 - 1.2.2 Eastern Europe and Central Asia
 - 1.2.3 Latin America and the Caribbean
 - 1.2.4 Arab region
 - 1.2.5 Southern Asia
 - 1.2.6 Sub-Saharan Africa
 - 1.2.7 Industrialized countries

- 2 By regulatory framework
 - 2.1 Status and structure of the postal entities
 - 2.1.1 By the separation of the policy/regulation/operation functions
 - 2.1.1 By the status of the designated operator (government/public/private)
 - 2.2 Scope of the UPS
 - 2.3 Standards
 - 2.3.1 Access standards
 - 2.3.2 Service standards
 - 2.3.3 Customer satisfaction standards
 - 2.3.4 Security standards
 - 2.3.5 Treatment of claims and inquiries standards
 - 2.3.6 Customs clearance standards
 - 2.4 Funding mechanism for the UPS
 - 2.5 Policy changes
 - 2.6 Market competition
 - 2.7 ETOE policy