



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

On-premises and Azure infrastructure analysis and new design proposal

31 May 2023

Table of contents		Page
1	Introduction	4
1.1	Profile of the UPU	4
2	Terms and conditions	4
2.1	Confidentiality	4
2.2	Legal status of the Vendor	5
2.3	Scope of the call for tenders	5
2.4	Background	5
2.5	Objectives	5
2.6	Use of subcontractors	6
2.7	Use of the emblem, name and initials of the UPU	6
2.8	Collusive bidding, anti-competitive practices and any other similar conduct	6
2.9	Intellectual property	6
2.10	Privileges and immunities	6
2.11	Tax exemption	7
2.12	Language	7
2.13	Signature	7
2.14	Participation notification	7
2.15	Contact persons	7
2.16	Further inquiries and questions	7
2.17	Delivery of tenders and deadline	8
2.18	Evaluation procedure	8
2.19	Modification, suspension or cancellation of the call for tenders	8
2.20	Tentative schedule	9
3	Tender structure – Response format	9
3.1	Cover letter	9
3.2	Executive summary	9
3.3	Bidder information	9
3.4	Subcontractor information	10
3.5	Technical proposal	10
3.6	Pricing structure	10
3.7	Delivery and payment schedule	10
3.8	UPU General Terms and Conditions	10
4	Service requirements	10
4.1	Description of the services.	10
4.2	Bidder requirements	12
4.3	Consultant requirements	12
4.4	Assessment criteria	13
4.5	Duration of services	13
4.6	Location of the services	13

Table of contents (cont.)

	Page
4.7 Reporting	13
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 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 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 acquisition of consultancy services to assist the UPU with the analysis of its current IT infrastructure, the design of a solution for the total or partial migration of the said infrastructure to Azure and Office 365 cloud-based services, and the estimation of the total costs of such a migration.

2.4 Background

The UPU has three on-premises Active Directory (AD) forests that have developed over time owing to reorganizations and legacy systems. The UPU has a mix of Windows and non-Windows devices, as well as some cloud-based applications that use different identity providers (e.g. SAML, SAML 2, ADFS, Active Directory LDAP).

The UPU has an ongoing project to migrate certain services to Azure and Office 365 and is facing a number of identity-related issues that, according to Microsoft experts, are linked to the existing AD design. Each forest and the associated domains serve a different business purpose.

2.5 Objectives

The UPU seeks a service provider to assess the existing environment and to propose ways to optimize the existing design or a new design offering optimal Azure/Office 365 compatibility. Any new solution proposed should also take into account implementation and migration costs, ISO 27001 requirements and implementation complexity. Bidders should clearly explain the reasons for their proposed solution, i.e. for optimization of the existing design or implementation of a completely new design.

Bidders must guarantee that their proposed design is 100% Azure-compatible and that the UPU will not experience any issues if it decides to migrate some or all UPU services and IT infrastructure to Azure. Bidders must also guarantee that their design is compliant with ISO 27001:2022 and ISO 27701:2019 requirements, as well as information security best practices implemented on the basis of ISO 27002:2022 recommendations.

Bidders should propose a detailed work plan comprising a timeline and all associated cost estimates. Their tender should indicate the total cost for optimization of the existing design or implementation of a new design (including person days, licences, etc.) to enable the UPU to decide if migration will be necessary and, if so, which applications need to be migrated to Azure.

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 the deadline indicated in section 2.20.

2.15 Contact persons

Secretary of the Tenders and Procurements Committee
Universal Postal Union
International Bureau
Weltpoststrasse 4
3015 BERNE
SWITZERLAND
E-mail: caa@upu.int

2.16 Further inquiries and questions

Bidders must send any questions regarding the content of this call for tenders or any requests for clarification in writing to the contact person(s) listed in section 2.15 by 15 July 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 [\[RFP-2023-011@upu.int\]](mailto:RFP-2023-011@upu.int) with “[RFP-2023-011 – On-premises and Azure infrastructure analysis and new design proposal]” as the subject line.

The deadline for the submission of tenders is **15 August 2023 at 20.00 CEST**.

The UPU shall not take into consideration any tenders received after this date and time. Furthermore, it shall not accept any tenders sent to any e-mail address other than that specified above or sent by any other means.

There shall be no charge to the UPU for the preparation and submission of tender documents by Bidders.

2.18 Evaluation procedure

The objective of the UPU’s evaluation process is to ensure the selection of a qualified, reliable and experienced Vendor capable of providing the specialized services and fulfilling the objectives set out in this call for tenders.

The UPU shall conduct its evaluation procedure with a view to determining as objectively as possible the tender that best meets its specific requirements. All tenders submitted shall be subject to an in-depth assessment, at the UPU’s sole discretion, in order to enable the UPU to engage the most appropriate service provider. Due consideration will be given to Bidders’ specific backgrounds, qualifications and experience in relation to the required services.

The prescribed structure of tenders, as set out in section 3, is mandatory for all Bidders. The UPU shall not take into consideration any tenders that do not fulfil the mandatory criteria.

Tenders received by the UPU must address all aspects of this call for tenders, and Bidders should identify any aspects where they envisage modifications being necessary or consider elements to be missing.

Tenders shall be evaluated on the basis of the following criteria, in descending order of importance:

- Quality of the tender (according to the specifications herein);
- Knowledge and experience of the Bidder and its team and/or consultant(s), as applicable to the subject matter;
- Price.

The winning tender will be selected based on a non-exhaustive list of criteria as set out in section 4. Bidders should therefore consider how their tender corresponds with the criteria listed and clearly indicate this in their response document.

The deliberations of the UPU Tenders and Procurements Committee (TPC) are strictly confidential. The TPC shall submit a report on its evaluation of the tenders received to the Director General of the UPU International Bureau, together with its final recommendation, for his assessment and authorization.

The UPU is not bound to accept the lowest tender and reserves the right to accept all or part of a tender. In awarding the contract, account will be taken of both the overall costs of the work and of the nature and quality of the services to be provided. The UPU reserves the right to negotiate prices and terms and conditions of contract after receipt of tenders.

Bidders will be informed of the outcome of their tender as soon as possible after the UPU has made its final selection.

2.19 Modification, suspension or cancellation of the call for tenders

The UPU reserves the right, at its sole discretion and at any time before the conclusion of the tender process (i.e. at any time prior to the signature of the relevant contract with the Vendor), to modify, suspend or cancel all or part of this call for tenders.

2.20 Tentative schedule

Publication of call for tenders	15 June 2023
Deadline for submission of queries	14 July 2023
Deadline for provision of responses to queries	18 July 2023
Deadline for submission of tenders to the UPU	15 August 2023 at 20.00 CEST
Estimated date of signature of contract	30 September 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

Not applicable

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.

3.6 Pricing structure

Bidders shall provide a detailed pricing structure for the services proposed, as set out in the appended Excel file entitled “Consultancy days for on-premises/Azure infrastructure analysis and new design proposal” (Annex 1). The UPU may select only specific parts of a tender for budgetary reasons, based on the detailed prices provided in the aforementioned Excel file.

Bidders shall not include VAT in their pricing structure (see section 2.11 above). All pricing information shall be set out exclusively in Swiss francs (CHF).

3.7 Delivery and payment schedule

The target dates for provision of the results of the infrastructure analysis and production of the associated documentation are as follows:

Estimated date of signature of contract	30 September 2023
Deadline for delivery of infrastructure analysis results and associated documentation	15 November 2023
End date for required services	1 December 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 on completion. 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 described below.

4.1.1 Infrastructure analysis

The Vendor will conduct a comprehensive assessment of the UPU's current directories environment, including number, size, structure, configuration, dependencies and issues relating to UPU forests, domains, users, devices, applications, networks and policies.

The Vendor will also identify the UPU's business requirements, goals, constraints, risks and success criteria for optimization of the existing design or implementation of a new design.

Any proposed hybrid solution must be compliant at all levels (on-premises and Azure) with ISO 27001:2022 and ISO 27701:2019 security requirements, as well as information security best practices implemented on the basis of ISO 27001:2022 recommendations. Any deviation from these requirements must be documented and approved by the UPU.

The services required are as follows:

- Identity management analysis to ascertain whether the Azure Identity management solution offers a better alternative for user management in an Azure hybrid solution;
- Access management analysis (SAML, SAML 2, ADFS, etc.) to understand the UPU's authentication flows, propose optimizations and ensure that these will all work with an Azure hybrid environment;
- Analysis of AD and Microsoft applications (Exchange, SQL, SharePoint, MS Teams);
- Analysis of MS SharePoint farms and associated third-party solution (K2 for workflows) to evaluate the benefits, feasibility and total costs of migration to Azure;
- Analysis of backup solutions to ensure that the same level of backup can be provided for all services that the UPU may migrate to Azure, using either the UPU's existing solution or a Microsoft Azure solution;
- Analysis of logging, management and monitoring of a hybrid solution based on the new design proposal and on the UPU's business requirements;
- Data migration analysis based on the new design proposal and on the UPU's business requirements, in order to provide the best options in terms of costs, risks and benefits;
- High availability and disaster recovery analysis to demonstrate the benefits and costs of an Azure hybrid solution, taking into consideration all restrictions that the UPU may face with regard to geolocation of data;
- Network and security analysis to ensure that the existing on-premises and Azure network design are compatible and to evaluate new network and security needs for UPU services migrated to Azure and Office 365;
- Azure tenant and Office 365 analysis to ascertain whether the existing default setup with a single tenant could be adapted to better correspond to the UPU's various business and security needs, and to help the UPU to resolve ongoing user migration issues (e.g. duplication of e-mail usage for contacts, users and MS Teams guest accounts coming from multiple domains/forests to a single Azure tenant);
- Analysis of the existing development environment and opportunities to implement DevOps (on-premises or in Azure). The design proposed following the analysis should enable the UPU to quickly and smoothly migrate at least some of its developments to the new development environment. The risk of being locked into Azure and the costs associated with roll-back to an on-premises solution must be evaluated;
- Analysis of the existing test environment to ascertain how tests can be conducted in a hybrid Azure solution, the changes that this would entail and the benefits for the UPU test team relative to the existing way of testing;
- Risk analysis to ascertain the financial and security risks of migration to Azure, as well as the costs and implications of ceasing to use the Azure solution in the event of major issues or a future decision against a cloud-based infrastructure.

4.1.2 Design proposals

The Vendor will provide the following:

- Detailed technical documentation on a potential design (or designs) meeting the UPU's objectives as described in section 2.5;
- A detailed breakdown of the costs of the potential design(s), including:
 - Azure hosting costs (virtual machines, network, licences, etc.);
 - New design implementation costs (estimated number of person days for implementation);
- A detailed project management plan for the implementation, including:
 - Migration strategy;
 - Tools and timeline;
 - Resources, roles and responsibilities;
 - Dependencies, assumptions, risk mitigation plan;
 - Roll-back plan to an on-premises solution with estimation of associated costs.

4.2 Bidder requirements

Bidders must be able to communicate in English and/or French, with English preferred.

Bidders must have an excellent relationship with Microsoft for Azure and Office 365.

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, including its relationships with suppliers with regard to information security, must be compliant with the mandates and principles of the UPU.

4.3 Consultant requirements

Consultants must be able to communicate in English and/or French, with English preferred.

Consultants must have the required level of architecture expertise for the following topics:

- Azure network and security;
- Azure AD and Office 365 integration;
- On-premises network and security devices (firewalls, microsegmentation, load balancers, switches, proxies, etc.);
- On-premises active directories;
- Microsoft applications, e.g. SQL, Exchange and SharePoint;
- VMware solution for on-premises and Azure infrastructure;
- Backup solution in Azure;
- DevOps using VMware solution;
- DevOps using Azure solution;
- Identity and access management on Azure and on-premises infrastructure;
- Support and monitoring solutions for the Azure hosted infrastructure.

Consultants must possess good qualifications and expertise with regard to information security in a hybrid Azure environment (see references to ISO standards in sections 2.5 and 4.1).

4.4 *Assessment criteria*

Bidders' tenders will be assessed only if they take into account all of the elements presented herein.

Bidders will be assessed on the basis of:

- i Their tender's compliance with the requirements expressed in the call for tender documents provided;
- ii The quality of their relationship with Microsoft;
- iii The quality of their expertise, as set out in section 4.3;
- iv Their pricing structure;
- v Their delivery schedule.

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 on 30 September 2023 and should be completed by 1 December 2023.

4.6 *Location of the services*

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*

Not applicable.

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.