



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Review of the Integrated Postal Reform and Development Plan (IPDP) and Postal Reform Guide, and development of related training modules

5 August 2023

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	4
2.3	Scope of the call for tenders	4
2.4	Background	4
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	Contact persons	7
2.15	Further inquiries and questions	7
2.16	Delivery of tenders and deadline	7
2.17	Evaluation procedure	8
2.18	Modification, suspension or cancellation of the call for tenders	8
2.19	Tentative schedule	8
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	9
3.5	Proposal	9
3.6	Pricing structure	9
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	13
4.4	Assessment criteria	13
4.5	Duration of services	13
4.6	Location of the services	13
4.7	Reporting	13
4.8	Other requirements	14
4.9	Additional information	14

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 2.14 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 from October 2023 to May 2024 in order to:

- revise and modernize the Integrated Postal Reform and Development Plan (IPDP) and Postal Reform Guide (PRG)²;
- develop the substantive content of related on-line training modules;

2.4 Background

In order to establish a comprehensive strategy with regard to postal reform, the UPU International Bureau (IB) launched an approach to postal reform in 2005, called the Integrated Postal Reform and Development Plan (IPDP). The IPDP is supported by the Postal Reform Guide (PRG). Together, the IPDP and PRG were designed to provide member countries with a general strategy for postal sector reform, involving all stakeholders (e.g. government bodies responsible for setting public policy on postal matters, regulators, designated operators (DOs), trade unions, private operators) from the outset.

The IPDP is the framework for cooperation and development projects in relation to postal sector reform. Postal reform, on the basis of the IPDP and supported by the PRG, is implemented at the national level through the national projects. A national project under the IPDP is initiated on the basis of an explicit commitment of a national government and are carried out by a multidisciplinary national team which is supported by UPU postal reform experts in the field.

The IPDP and PRG (including the associated training material) is primarily intended for the policy makers of member countries, especially those of developing countries. The central aim is to define, reconstruct or redesign the provision of postal services on a financially sustainable basis within a country requesting the implementation of the IPDP. The goal is to ensure that the state obligation to provide a universal postal service (UPS) is defined and ultimately met by the postal operator designated by the national government to fulfil the UPS.

In support of these efforts, the PRG is the reference guide with a specific focus on the modernization of the postal sector and includes the definition and financing of the universal service obligation (USO), the separation of regulatory and operational functions, the implementation of legislation, and the mobilization of resources for

² The existing documents IPDP and Postal Reform Guide are available on the UPU website (pages 3 and 4 of the document linked on this website concern the IPDP as it is integrated into the Postal Reform Guide): <https://www.upu.int/en/Postal-Solutions/Capacity-Building/Development-Cooperation/Postal-Reform>

these projects. It also provides specific guidelines, tools and methodologies to evaluate the current environment and conditions in the postal sector of each country.

In view of changing economic, market and regulatory developments in the postal and delivery market, the changing best practices in sector regulation and the changing needs and expectations of customers, citizens and businesses of the postal sector, the need to revise and modernize the current IPDP and PRG was identified. In this connection, the content of the PRG should consider the latest and most up-to-date best practices in (postal) sector regulation while the guide itself needs to be simplified, streamlined and enhanced in a way that the guide is more practical and action oriented. The PRG should provide experts and the national project team with the fundamental guidelines and practices needed to achieve structural results and excellence in postal sector reform. The central objective of the revised PRG is for the guide to serve as the foundation and reference of the body of knowledge in the field of postal sector reform. It should recognize fundamental differences within as well as between regions and countries in terms of postal sector regulation and therefore consider the flexibility required to adapt to any national or regional regulatory context.

Another essential part of the current tender process is the development of the substantive contents of online training courses for policy makers, DOs, regulators, etc. that will seamlessly fit with the revised PRG and will support the IPDP implementation at the national level. The objective and output of this tender process explicitly excludes the development of the IT framework or technology that support the delivery of the online courses (it is envisaged that the existing UPU Train.Post platform will be used for the online training material related to the IPDP) and therefore only concerns the substantive contents specific and relevant to the IPDP and PRG.

The IPDP, PRG and associated tools and methodologies should consider the various existing postal services as well as emerging service areas related to the postal sector policy, such as e-commerce, financial services, social services, etc., as appropriate.

2.5 Objectives

Among other goals, regulatory reform of the postal sector is intended to enhance the positive regulatory effects on the provision of sustainable and market-oriented universal postal services. The reform should help ensure that regulatory and legal instruments applied to all spheres of postal sector activity are fully responsive to the changes in the economic, social and technical conditions surrounding them. At the level of the UPU, the aforementioned IPDP and PRG are the cornerstone of the postal regulatory advisory services that the UPU offers to its member countries in support of reforming and modernizing the postal sector. These services, when taken together, can be referred to as the UPU regulatory toolkit.

As set out in section 2.4 (background), the UPU seeks the services of an external consultant to revise and modernize the current IPDP and PRG (as well as the associated training material) with a view to increase its relevance and effectiveness in supporting postal reform activities at the national level. Furthermore, the contents need to be simplified or streamlined and expanded to cover the postal regulatory aspects relevant to modernized postal service responsive to emerging needs, such as those related to sending and receiving e-commerce items, as well as consider other policy objectives, such as those related to the sustainability agenda. The resulting revised IPDP and PRG as well as the associated training material need to be fit for purpose, adaptable to the specific regulatory and market environments of member countries and/or regions and contain clear, actionable guidelines that are supportive of a successful implementation of postal reform projects.

It is the objective of the revision and modernization of the IPDP, PRG and associated training material (i.e. the UPU's regulatory toolkit), that they:

- reflect developments and innovation in relation to regulatory reform, to the extent relevant to the postal sector, such as regulatory sandboxes and co-regulatory models;
- include tools and methodologies on diversification and expansion of the scope of the services provided by DOs (e.g. e-commerce, logistics, financial services, governmental and social services);
- better arrange and organize their substantive contents in a more user-friendly manner, with several easy-to-follow modules enabling member countries to implement tools to establish strategic plans and policies on postal reform and development; and
- enable integration with online training courses, so that relevant staff members can familiarize themselves with the concepts and methodologies relating to postal reform projects at any time and place.

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 Contact persons

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

2.15 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 2.14 **by 5 September 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.

2.16 Delivery of tenders and deadline

All tenders must be submitted to the UPU by e-mail only at RFP-2023-019@upu.int with "RFP-2023-019 – Survey and analytical study on data collection and protection policies and regulations in the international postal service" as the subject line.

The deadline for the submission of tenders is **19 September 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.

2.17 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 (IB), 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.

2.18 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.

2.19 Tentative schedule

Deadline for submission of queries	5 September 2023
Deadline for provision of responses to queries	12 September 2023
Deadline for submission of tenders to the UPU	19 September 2023 at 18.00 CEST
Estimated start of engagement	15 October 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.

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 (including support, communications and travel) are factored into 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).

3.7 *Delivery and payment schedule*

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

Start date: 15 October 2023

End date: 31 May 2024

Payment shall be made in two equal instalments of 50% upon completion of all respective deliverables of phases 2 and 10 (see section 4.1.3 deliverables).

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*

4.1.1 *Integrated Postal Reform and Development Plan (IPDP)*

The main features, components and characteristics of the current IPDP should be reviewed and modernized. The revised and modernized IPDP should furthermore reflect the following requirements:

- IPDP as a living plan: the new IPDP should consider and reflect the most recent market, regulatory and technological trends, and make reference to best practices and case studies where relevant. As a living document, the IPDP should be designed in such a way that it can be updated and adjusted to reflect the latest thinking and trends in regulatory approaches as well as the needs specific to national and/ or regional contexts;
- IPDP as an actionable plan: the new IPDP (combined with the PRG) should provide the framework that contains clear and actionable recommendations and guidelines that are practical and supportive of the implementation of the IPDP in the field (i.e. through national projects);
- IPDP as a customized plan: while the new IPDP should contain the common definitions and frameworks relevant to postal sector reform it should also allow for customization of the implementation of postal sector reform activities (through national projects) that are specific to the national and regional contexts. In other words, the new IPDP should be mindful of the significant differences in the political, regulatory, economic and market environments of Union member countries and thus offer sufficient flexibility for adaptation to country-specific needs and realities;
- IPDP as a plan that meets current and emerging policy objectives: the new IPDP should promote postal policy makers' active consideration of environmental, economic and social sustainability matters in formulating and implementing sectoral policies and regulations;
- IPDP as an evidence-based plan: the new IPDP should provide the framework for the formulation of clear and realistic objectives of postal sector reform that are based on evidence and market and other relevant data. The new IPDP should use a variety of sources, methods and instruments that provides the guidelines for national projects to include up-to-date and comprehensive picture within each country on the national regulatory framework and market situation in relation to the postal reform process;

- IPDP as a results-based plan: the new IPDP should provide the framework on which basis national projects define measurable and achievable goals from the outset of the project and allow for continued monitoring throughout and after the project, in order to determine its success and enable corrective measures to be taken as necessary. This framework should be based on results-based management strategy that will facilitate the oversight of the various steps of national projects, and;
- IPDP as a resource mobilization plan: the new IPDP should contain strategies to unlock additional resources for the achievement of postal sector reform goals. In this regard, postal sector reform must support national and regional economic development plans and contribute to fulfilment of the Sustainable Development Goals.

4.1.2 Postal Reform Guide (see Annex 1)

The new Postal Reform Guide should:

- guide users in establishing and developing their country's postal sector policy and regulations, including the establishments of objective and clear goals for postal sector reform;
- assist users in capturing and analyzing recent market trends and customer/consumer needs, and in feeding that information into the development of appropriate sectoral policies and regulations;
- set out technical and practical tools for developing and/or modernizing national postal regulatory frameworks. Such tools and guidelines need to be adaptable to specific national and regional contexts and may therefore differ in some aspects for application in those different contexts and/or be applicable only to a subset of national and regional contexts. As appropriate, these tools need to be in line with the goals set out in sections 2.4 and 2.5 as well as the following objectives:
 - maintaining the nationwide provision of the UPS through a more efficient, adaptive and sustainable postal/logistics infrastructure;
 - if required in national projects, developing cost accounting capacities for the USO with a view to establishing sufficient and sustainable funding mechanisms;
 - diversifying services provided by postal operators, e.g. e-commerce, financial, governmental and social services;
 - recognizing and ensuring the role of postal operators as appropriate in whole-of-government approaches to meeting national economic and development objectives;
- be structured and organized in a modular fashion so as to be compact and user-friendly;
- be based on the structure as set out in Annex 1. Bidders may redraft and propose an alternative structure and/or outline of the Postal Reform Guide as part of their bid as long as the aspects provided for in Annex 1 are covered.

4.1.3 Training modules

Certain essential modules of the Postal Reform Guide could be developed into online training courses, to enable users to familiarize themselves with the critical aspects of developing postal regulatory frameworks and related strategic plans. The training courses could be uploaded to and accessed via the UPU's Trainpost platform.

4.1.4 Deliverables

<i>Phases</i>	<i>Deliverables</i>	<i>Deadline (launch date 31 July)</i>
1 Initiation	Launch project, review and finalize the outline of the IPDP and PRG and present the approach and structure to the Council of Administration (CA) in Berne, Switzerland (in-person or remotely via UPU online meeting platform) ³	7 November (TBD)

³ The Council of Administration will meet in Berne, Switzerland in the week of 6 to 10 November. The presentation will be made at the CA Committee 2 meeting that is meeting in the first half of that week (exact date to be determined)

2 Drafting	IPDP: first iteration of the new IPDP submitted to the UPU/IB for review	30 November 2023
	Postal Reform Guide: completion (as first draft) of sections I to IV of the guide (see Annex 1) (in case an alternative structure of the PRG is proposed by the bidder, indicate, as part of the bid, those sections that are to be completed by 31 December 2023)	31 December 2023
	Training modules: outlines of the various training modules (consistent with the first iteration of the IDPD and Postal Reform Guide)	31 December 2023
3 First review	Provision of input and comments by the UPU International Bureau in relation to phase 2 deliverables	31 January 2024
4 Drafting	IPDP: second iteration of the new IPDP submitted to the UPU/IB for review	28 February 2024
	Postal Reform Guide: * review of the sections submitted to the UPU/IB (phase 2) in accordance with the input and comments by the UPU/IB in relation to phase 3 * completion (as first draft) of the remaining sections of the PRG (see Annex 1)	28 February 2024
5 Second review	Provision of input and comments by the UPU International Bureau in relation to phase 4 deliverables	31 March 2024
6 Development of content for training modules	Draft content for training modules for online use to be submitted to the UPU/IB for review and comments (content for training modules consistent with the draft IPDP and PRG submitted in phase 4)	31 March 2024
7 Presentation of draft IPDP and PRG	Presentation of the draft IPDP and PRG to the UPU Council of Administration (CA) in Berne, Switzerland (presentation to be done in-person) ⁴	X April 2024
8 Third review	Provision of input and comments by the UPU International Bureau in relation to phase 6 deliverables	30 April 2024
9 Finalization	IPDP: final version of the new IPDP based on the input and comments received from the UPU/IB and the CA in relation to phases 5 and 7; Postal Reform Guide: final version of the guide based on input and comments from the UPU/IB and the CA in relation to phases 5 and 7 Training modules: final version of the content of the training modules based on the input and comments received from the UPU/IB in relation to phases 6 and 8;	15 May 2024
10 Project validation	Validation by the UPU/IB of the delivery of the project by the consultant (phase 9)	31 May 2024

4.2 Bidder requirements

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

⁴ The Council of Administration will meet in Berne, Switzerland in April 2024. The presentation will be made at the CA Committee 2 meeting (exact date to be determined)

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 of the individual consultants' envisaged relationship 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>
Proposed methodology	20
Experience of conducting similar actionable projects	20
Experience and knowledge of universal postal services, postal sector reform, postal sector regulation, postal and delivery markets, and recent trends relevant to the market and regulation of the sector	20
Composition of the team and experience of the team leader	10
Price	30

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 October 2023 for a total contract term of approximately seven and a half months. The approach to the project shall be presented to CA Committee 2 in November 2023. The final results (deliverables) are then to be validated by the UPU/ IB by 31 May 2024, after which the project will be considered as closed.

4.6 Location of the services

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

The Vendor or its assigned consultant shall liaise and work closely with the UPU (as instructed by the latter). Regular meetings, via remote participation platforms or, alternatively, by phone are required to discuss progress of the deliverables outlined in section 4.1.

4.7 Reporting

The Vendor shall provide the UPU with a completed new Integrated Postal Reform and Development Plan (IPDP), Postal Reform Guide (PRG) and the contents of the associated training material in accordance with the deliverables and timeline set out in section 4.1. In accordance with the deliverables and timeline, the Vendor shall provide draft versions and different iterations of the IPDP, PRG and contents of the training material and the UPU International Bureau shall provide the Vendor with comments and feedback in relation to the draft versions and iterations of the aforementioned materials as outlined in section 4.1.4. The UPU International Bureau shall validate the final versions of the IPDP, PRG and associated training material by 31

May 2024.

Furthermore, the Vendor shall participate in the CA session of November 2023, either remotely or in person, to present the work done in relation to phase 1. The Vendor shall participate in the CA session of April 2024, in-person, to present the final IPDP and PRG.

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. Specific modalities for periodic reporting by the Vendor to the UPU shall be jointly defined.

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.

Structure of the Postal Reform Guide 2023

Note: in their bids, bidders may deviate from the structure presented below and present an alternative outline. Any deviations from the structure below or any new structure needs to be clearly specified in the bid.

Introduction

- 1 Background and the need for change in the postal sector
- 2 Concept of postal reform
- 3 Key guidelines and recommendations in relation to postal reform

Section I – Postal sector reform

- 1 Key components and success factors for postal reform
 - 1.1 Key components:
 - Legal reform
 - Organizational reform
 - Commercial reform
 - Operational reform
 - Technological reform
 - 1.2 Key success factors
 - 1.2.1 Sensitizing government officials and building political will:
 - Preliminary technical studies: assessment of the status of national postal services, operators and regulations
 - Information materials
 - 1.2.2 Stakeholder involvement – strategic and practical tools to involve as many stakeholders as possible, including members of Congress, postal workers, private operators and the general public
 - 1.2.3 Strategic planning on reform of postal entities – strategic development plan
- 2 Evidence-based postal sector reform
 - 2.1 Framework for the formulation of clear and realistic objectives of postal sector reform based on evidence and market and other relevant data.
 - 2.2 Collection of market and other relevant data: sources, methods and templates
 - 2.3 Guidelines for national projects based on an up-to-date and comprehensive market data
- 3 Planning of postal reform
 - 3.1 Review of current postal policy and regulations – framework and process of policy review and change, involving the ministry responsible, regulator and operator(s) with clear definition of the role of each entity
 - 3.2 Postal sector policy: decision making by the national government (defining the objectives, blueprint, drafting and framing of a development plan)

- 3.3 Postal law and regulations: decision making by national competent legislative, executive and governing bodies
- 3.4 Action plans – methodologies and tools to implement sector policy and regulations
- 4 Financing of postal reform
 - 4.1 Methodologies, tools and options to obtain resources for postal reform
 - 4.2 Resource mobilization strategies
 - 4.3 Alignment with national and regional economic development plans and global sustainable development goals
- 4 Evaluation of the reform process – methodologies and tools to measure impact and establish performance indicators to conduct data-based evaluation of the reform policy

Section II – Universal postal service (UPS)

Key elements of the universal postal service

- 1 Introduction:
 - Principles of the universal postal service
 - UPS as a public service
 - Universal Postal Convention
- 2 Definition and scope – defining the UPS and establishing its scope at national level
- 3 Access standards:
 - Definition of access (to what and by whom)
 - Post offices and mailboxes: working hours, standards for installation, sizes, etc.
 - Collection and deliveries: standards for locations, frequency per week, modes, etc.
- 4 Speed and reliability standards:
 - Definition of speed and reliability
 - Delivery time: the time between posting and delivery
 - Reliability: the level of confidence that service obligations and delivery standards will be met
- 5 Price setting and financing mechanisms
 - 5.1 Price setting – basic principles: affordability, scheduling of price controls, types of control and regulation
 - 5.2 Financing mechanisms:
 - Methods for calculation of costs of providing the UPS
 - Developing a country- and sector-specific rationale for special funding, if needed
 - Financing options
- 6 Guidelines for the design and implementation of postal reform: universal postal service

Section III – Diversification of postal services

- 1 Commercial services

Tools for:

- Defining the services or types of services that are subject to postal regulations
 - Defining rules for utilizing networks and resources originally dedicated to the provision of the UPS in order to also provide commercial services
 - Developing services, including relevant technological aspects
- 2 Financial services (essential tools from the forthcoming edition of the Global Panorama on Postal Financial Inclusion)

Tools for:

- Defining financial services that could be provided by DOs and/or universal service providers, or other postal service operators
 - Setting requirements and service provider qualifications
 - Utilizing networks and resources originally dedicated to the provision of the UPS in order to also provide financial services
- 3 Governmental/social services (essential tools from the UPU Guide to Postal Social Services)

Tools for:

- Defining governmental or social services that could be provided by DOs and/or universal service providers, or other postal service operators
- Utilizing networks and resources originally dedicated to the provision of the UPS in order to also provide governmental and/or social services

3.1 E-government

4 Guidelines for the design and implementation of postal reform: diversification of postal services

Section IV – Reform and development of designated operators

1 Introduction:

- Definition and concept of DOs (at the national level)
- Recent market trends and challenges faced by DOs

2 Obligations:

- Universal service obligation: Definition, scope, standards and funding mechanisms
- Other obligations arising from the Acts of the Union
- Cost accounting (see module 2 above)

3 Reform of DOs

3.1 Foundations for the reform and development of DOs:

- Study and analysis of the current status of DOs, e.g. performance in the postal market, business areas, postal products and production process
- Research into the postal environment, e.g. customer/consumer needs, needs of the work force

3.2 Organizational and commercial reform of DOs:

- Organizational and commercial reform, e.g. separation of operational function from government, corporation, privatization
- New business areas

- 3.3 Operational and technological reform of DOs – Digitalization, partnerships with supply chain operators, adoption of new technologies, etc.
- 4 Sustainability of DOs
 - 4.1 Environmental sustainability
 - 4.2 Social sustainability
 - 4.3 Financial sustainability
- 5 Guidelines for the design and implementation of postal reform: designated operators

Module V – Postal regulations

- 1 Sound policy and legal framework
- 2 Licensing or registration of non-designated operators:
 - 2.1 General licences – Licences for the provision of postal services other than the UPS
 - 2.2 Special licences – Licences for the provision of non-reserved UPS
- 3 Customer/consumer protection
 - 3.1 Customer/consumer rights
 - 3.2 Customer complaints and satisfaction
 - 3.3 Settling claims
 - 3.4 Monitoring service standards
- 4 Postal security
- 5 Personal data protection
- 6 Monitoring prices and market competition
- 7 Working conditions and interests of postal workers
- 8. Harmonization of regulations
 - 8.1 Domestic level: harmonization of postal regulations with other related sector regulations (e.g. transportation, logistics, telecommunications, banking and remittances, labour, IT services, data protection, customs, etc.)
 - 8.2 International level: harmonization of postal regulations with international regulatory frameworks (e.g. UPU Acts, regulations set by IATA, ICAO, WCO, WTO, etc.)
- 9 Guidelines for the design and implementation of postal reform: regulatory frameworks

Section VI – Postal regulator

- 1 Institutional placement and organizational models:
 - Model A: Regulations department within the ministry responsible for Posts, separated from basic policy and ownership functions

- Model B: Separate regulatory authority reporting to a ministry or the head of government, responsible for a) the postal sector only; b) the postal and telecommunications sectors; or c) the postal sector and other infrastructure or utility regulators
 - Model C: Independent commission or regulatory commission authority reporting to parliament or another supervisory body
 - Model D: No separate regulatory authority for the postal sector, with postal operators subject to commercial competition and consumer protection regulation, generally under the competition authority
- 2 Key roles of the postal regulator
 - 3 Separation of the regulatory and operational functions, and establishment of the postal regulator:
 - Legal frameworks
 - Formation and management of the organization
 - 4 Recommendations concerning the independent postal regulator
 - 5 Guidelines for the design and implementation of postal reform: postal regulator

Section VII – Evaluation of postal sector reform implementation

- 1 Definition of clear, measureable and realistic goals for postal sector reform
- 2 Results-based management strategies and other project management techniques relevant to postal reform
- 3 Continued monitoring throughout and after the project (phase gate validation)
- 4 Oversight and corrective measures throughout and at closure of national projects