



UPU | UNIVERSAL
POSTAL
UNION

Call for tenders

Panel management and test-item production

18 March 2021

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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 operators (DOs)¹ 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 1bis.1.7 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 provision of panel management and test-item production services to the UPU for a period of three years and seven months.

Panel management and test-item production services are required in order to deploy the UPU's Global Monitoring System (GMS) for external quality-of-service measurement. The required services include transponder management, stamp management, data management, data delivery, the development of information technology infrastructure, the resolution of queries, and consultancy activities.

This call for tenders sets out different scenarios for the provision of services, depending on the number of UPU member countries to which the services are provided:

- Group A: provision of panel management and test-item production services to certain UPU member countries – list to be provided upon request, following signature of a non-disclosure agreement.
- Group B: provision of panel management and test-item production services to other UPU member countries – list to be provided upon request, following signature of a non-disclosure agreement.

Please note that all Bidders submitting a proposal in response to this call for tenders must include the provision of services to Group A countries (mandatory), and may also include the provision of services to Group B countries (optional). Please note that tenders that do not cover the provision of services to Group A countries shall be disqualified from the evaluation process.

Therefore, the UPU may, at its discretion, engage more than one Vendor for the provision of the services to which this call for tenders pertains, depending on the outcome of the UPU's internal evaluation process as set out in section 4.3.

2.4 Background

Through resolution C 45/2008, the 24th UPU Congress instructed the International Bureau to implement the Global Monitoring System. This is a core global system aimed at monitoring the quality of service provided by designated operators of Union member countries in relation to terminal dues. The system serves as a tool to assess the performance of designated operators in implementing related projects financed through the UPU's Quality of Service Fund. The services covered by this call for tenders relate to a project that addresses the link between quality of service for international letter-post items and the associated payments made between UPU member countries (terminal dues), with a view to promoting the improvement of global letter-post performance. As part of this project, the GMS has, since 2009, been running GMS Link, an application aimed at providing neutral and independent quality-of-service measurement in the payment process.

2.5 Objectives

The UPU seeks qualified service providers to supply panel management and test-item production services for a period of three years and seven months.

The required services include transponder management, stamp management, data management, data delivery, the development of information technology infrastructure, the resolution of queries, and consultancy activities.

Relevant information and data concerning participating Union member countries, design features, levels and type of RFID technology used, etc. shall be provided to Bidders upon request, following signature of a non-disclosure agreement.

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 in English only.

2.13 Signature

Tender documents shall be signed by a representative (or representatives) duly designated and authorized to act on the Bidder's behalf and with the authority to legally bind the Bidder and accept the terms and conditions of this call for tenders.

2.14 Participation notification

Bidders shall send confirmation of participation to the contact person(s) listed in section 2.15, in accordance with 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

Tel: +41 31 350 35 02
 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 20 April 2021.

Answers to questions submitted by Bidders, as well as any additional information and updates relevant to this call for tenders, shall be published on the UPU website at:

www.upu.int/en/Universal-Postal-Union/Procurement.

2.17 Delivery of tenders and deadline

In view of the current situation relating to the ongoing COVID-19 pandemic, all tenders must, on an exceptional basis, be submitted to the UPU **by e-mail only at RFP-2021-005@upu.int** with "RFP-2021-005 – Panel management and test-item production" as the subject line.

The deadline for the submission of tenders is **30 April 2021 at 16.00 CEST**.

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

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

2.18 Evaluation procedure

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

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

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

Tenders received by the UPU must address all aspects of this call for tenders, and Bidders 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 tenders as soon as possible after the UPU has made its final selection.

2.19 *Modification, suspension or cancellation of the call for tenders*

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

2.20 *Tentative schedule*

Publication of call for tenders	18 March 2021
Deadline for submission of participation notification	13 April 2021
Deadline for submission of queries	20 April 2021
Deadline for provision of responses to queries	23 April 2021
Deadline for submission of tenders to the UPU	30 April 2021 at 16.00 CEST
Estimated start of engagement	1 June 2021

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 tenders.

3.3 *Bidder information*

Bidders must provide the following information:

- Vision and mission;
- Legal status (including any relevant subsidiaries);
- Company structure (size, human resources, organizational chart, locations/subsidiaries, etc.);
- Company history;
- Financial data (turnover, profit, etc.);
- Partners and equity holders of the company;
- Market position and share in relevant markets;
- Experience and past activities, including experience within the postal sector;
- References from previous customers;
- Global reach;
- Research and development status;
- Training programmes;
- Language skills;
- Certification status (Six Sigma, ISO 9001, etc.);
- Audit processes (scope and timeline of internal and external audits, if any) and results;
- Openness to on-site inspection by UPU representatives and/or UPU auditors.

3.4 *Subcontractor informatio]*

In the event that Bidders intend to engage a subcontractor for part or all of the services set out in this call for tenders, the following information must be provided with regard to the subcontractor(s):

- Legal status (including any relevant subsidiaries);
- Company structure (size, human resources, organizational chart, locations/subsidiaries, etc.);
- Experience within the postal sector;
- References from previous customers;
- Global reach;
- Language skills;
- Certification status (Six Sigma, ISO 9001, etc.).
- Openness to on-site inspection by UPU representatives and/or UPU auditors.

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.

Table 3 – Pricing structure template for Groups A and B

Activities	Price per inbound country for 2022 – Groups A + B										[...]	[...]
	Level A		Level B		Level C		Level D		Level E		[...]	[...]
	P	S	P	S	P	S	P	S	P	S	[...]	[...]
1 – IT set-up and data transfer												
2 – Allocation matrix												
3 – Recruitment and training of panel-lists												
Subtotal for set-up activities (one-off cost) (1 + 2 + 3)												
4 – Management fees												
5 – Panel management												
6 – Production of reports												
7 – Annual review of allocation matrix												
8 – Response to user queries												
Subtotal for monitoring activities (annual cost) (4 + 5 + 6 + 7 + 8)												
9 – Test-item production, including printing, encoding of transponders and quality control												
10 – Transponder management												
Subtotal for postage activities (annual cost) (9 + 10)												
Total cost based on estimated number of participants												
<i>Activities on demand</i>												
Additional passive transponders on demand (specify minimum order quantity and price per unit, including printing, encoding and quality control)												
Additional semi-active transponders on demand (specify minimum order quantity and price per unit, including encoding and quality control)												
Maintenance of semi-active transponders (specify minimum order quantity and price per unit)												
Price per scenario												

Please note that tenders must include Table 1 (Pricing structure for countries in Group A) as a minimum. Bidders may also include Table 2 if they wish to submit a quotation for countries in Group B, and Table 3 to submit an aggregated quotation for countries in both groups.

Bidders shall not include VAT in their pricing structure (see section 2.11 above). All pricing information shall be set out exclusively in United States dollars (USD).

3.7 *Delivery and payment schedule*

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

Start date: 1 June 2021

End date: 31 December 2024

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 tenders 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 following services:

4.1.1 *Requirement 1*

The Vendor shall, under the direction of and in cooperation with the UPU, undertake an annual statistical design review among UPU member countries using the GMS Link application.

Reference: UPU GMS Technical Design², chapters 9 and 17.

Additional information: The Vendor shall gather relevant information as to the official holidays (national/regional) and other non-working days of each inbound DO seeking to implement the GMS Link application, prior to the set-up phase. The Vendor shall be responsible for gathering all relevant information on postage rates per test-item format and weight. During the period specified in section 3.7, the Vendor shall, on a quarterly basis, obtain updated information from DOs with regard to such official holidays and postage rates, so as to ensure the correct allocation and calculation of test items.

4.1.2 *Requirement 2*

The Vendor shall provide an example allocation matrix for each level (A to E) for each DO, per inbound permanent link and for Pools 1 and 2, according to the following design parameters:

- P and G format;
- Boosting options:
 - Upgrading of DO level;
 - Promoting a flow from a pool to become a permanent link;
 - Boosting a permanent link with a greater number of valid test mail items;
 - Increasing the number of items from the pool(s);

² Please see www.upu.int/getmedia/cb84c45c-9c0e-4faa-a512-138b489043ab/UPU-GMS_TECHNICAL_DESIGN_3rd-Edition_15-August-2020_v1-0.pdf.

- Adding a city link either at destination country or at outbound country or both;
- Adding “small packet” E format in addition to the basic P and G formats.

The allocation matrix shall include the number and location (city) of dropper panellists for each outbound country and the total number of receiver panellists per inbound city, including coverage. Furthermore, the matrix shall include the total number of allocated test items per inbound city, including coverage.

Reference: UPU GSM Technical Design, chapters 4 (Table 4.1), 5, 6 (concerning boosting options) and 7.

Additional information: Please note that, under chapter 7 of the UPU GSM Technical Design, the type of transponder chosen by the inbound DO (semi-active or passive) will have an impact on:

- The production of test items;
- Transponder management;
- Panellist training.

Solutions proposed by the Vendor may vary among participating UPU member countries and their DOs. The minimum number of panellists (droppers and receivers) shall be maintained throughout the period of provision of services by the Vendor. In this regard, during panellists’ planned absences (vacation, etc.), the Vendor shall replace such panellists during the full period of absence in order to maintain the minimum number of panellists per city and country.

The Vendor shall anticipate and adequately prepare for the natural turnover of panellists with a view to maintaining the minimum number of panellists and the continuous provision of the services, in particular for inbound DOs with few panellists.

In cases where a city is further divided into zones, each zone shall be continuously covered by at least one panellist.

The bundling of items from the same outbound country to the same inbound city shall be avoided. In the event that the statistical design to be implemented by the Vendor renders the bundling of items from the same outbound country to the same inbound city unavoidable, bundling from the same outbound country to the same receiver panellist shall be avoided.

The Vendor shall ensure a “good spread” of the panel within each city/domain but without having clear targets at postcode level. A “good spread” means that the panel is not clustered in certain areas, and does not leave large parts of a city/domain uncovered over long periods within a measurement cycle. Nonetheless, if such clustering is unavoidable (i.e. owing to the inclusion of areas with low population density, etc.), the natural panel turnover shall ensure that such areas are continuously covered, or otherwise become part of the excluded areas.

The Vendor shall conduct continuous checks throughout the period of provision of the services in order to assess, identify and adjust any inappropriate bundling.

Reference: UPU GSM Technical Design, chapter 4.

4.1.3 Requirement 3

The Vendor shall provide information on how the circulation of test items from outbound DOs into Pools 1 and 2 of participating inbound DOs will be carried out.

Reference: UPU GSM Technical Design, chapters 4 to 6.

4.1.4 Requirement 4

The Vendor shall provide a detailed service provision plan with a view to ensuring that the minimum number of panellists is maintained throughout the period specified in section 3.7, taking into consideration anticipated turnover and absences.

Reference: UPU GSM Technical Design, chapter 7.

4.1.5 Requirement 5

The Vendor shall provide a detailed plan for the engagement of dropper and receiver panellists, duly taking into consideration relevant scenarios and approaches for different DOs. The Vendor shall also provide any materials to be used in the relevant recruitment process, such as questionnaires, criteria and manuals, for prior review and approval by the UPU.

Reference: UPU GSM Technical Design, chapter 7.

Additional information: The Vendor's receiver panellists may not be employed by market survey companies, and may not participate in other market surveys and/or studies.

4.1.6 Requirement 6

The Vendor shall provide a detailed plan, including examples, for the training of dropper and receiver panellists, duly taking into consideration relevant scenarios and approaches for different DOs. The Vendor shall also provide any materials to be used for such training, such as examples or drafts of dropper and receiver panellist manuals, for prior review and approval by the UPU.

Reference: UPU GSM Technical Design, chapter 7.

Additional information: Training must be adapted to the specific circumstances of each participating UPU member country. The Vendor shall provide adequate supervision to guard against drops in overall performance in provision of the services (i.e. where a panellist fails to perform satisfactorily despite training). Any unsatisfactory performance by panellists during the training process shall be immediately indicated by the Vendor to the panellists in question.

4.1.7 Requirement 7

The Vendor shall implement appropriate and transparent measures and procedures for the tracking of panellists' activities. The Vendor shall assign a unique ID number to each panellist for the duration of the period specified in section 3.7.

Reference: UPU GSM Technical Design, chapter 7.

4.1.8 Requirement 8

The Vendor shall ensure that all reactivated panellists undergo training for a second time if they have been inactive for a period of three months or more.

Reference: UPU GSM Technical Design, chapter 7.

4.1.9 Requirement 9

The Vendor shall provide a detailed plan as to the intended means, methods and other relevant aspects of communication with dropper and receiver panellists.

Reference: UPU GSM Technical Design, chapter 7.

4.1.10 Requirement 10

The Vendor shall provide a detailed plan for the assessment of panellists' performance by means of predefined standards and a specific validation process. This assessment shall cover transponder registrations, panel reporting analysis, and DO panellist and item-related queries.

Reference: UPU GSM Technical Design, chapter 7.

Additional information: Bidders shall develop and provide a system to assess panellists' performance, including information related to the validation of reception date and analysis of the reliability of the panellist. The system shall be made available to DOs from participating UPU member countries, as well as to the UPU. Bidders shall also provide an estimated response time for answering queries from DOs and the UPU.

4.1.11 Requirement 11

The Vendor shall indicate the respective expected response times for addressing submissions of items and panellist queries from DOs. The Vendor shall also provide a plan setting out the processes for assessing these submissions and queries.

Reference: UPU GSM Technical Design, chapter 7.

Additional information: See requirement 10.

4.1.12 Requirement 12

The Vendor shall provide a detailed process plan to demonstrate where and how the production of test items will be carried out, including relevant examples.

Reference: UPU GSM Technical Design, chapters 7 and 8.

Additional information: There may be advantages to offering both centralized and decentralized production of test mail, depending on the size of the DO in question, whether stamps can be exported, etc. Bidders must demonstrate their ability to:

- Create an identification link between the test item and the transponder pertaining to that test item;
- Ensure that the correct transponder is inserted in the correct test item;
- Ensure that the transponder is inserted in the test item in such a way that the transponder cannot be damaged by the cancellation stamp or during postal processing, without using paper clips or folding the transponder;
- Ensure that the country of destination on the test item is written in the language of the outbound DO or as otherwise instructed by the outbound DO;
- Ensure that the address, any abbreviations and punctuation are compliant with the applicable rules of the inbound DO. If possible, the Vendor should verify the address of the panellist (according to published rules provided by the inbound DO);
- Ensure that the integrity of all test items is maintained at all times;
- Ensure that any test item disclosed by the inbound DO becomes invalid;
- Ensure that the stationery used is fit for quality-of-service measurement purposes.

4.1.13 Requirement 13

The Vendor shall adopt a process for the verification of each test item in order to ensure that they are correctly addressed and franked for reliability of measurement.

Reference: UPU GSM Technical Design, chapters 7 and 8.

Additional information: See requirement 12.

4.1.14 Requirement 14

The Vendor shall set out in detail how materials or made-up items will be transferred to dropper panellists for each dropper country. The Vendor shall also give an account of the confirmation of the reception process for such items or materials.

Reference: UPU GSM Technical Design, chapters 7 and 8.

Additional information: See requirement 12.

4.1.15 Requirement 15

The Vendor shall provide information on the mechanisms to be put in place to ensure that semi-active transponders are continuously monitored in order to reduce the transponder loss rate.

Reference: UPU GSM Technical Design, chapter 8.

Additional information: The Vendor shall be required to manage at least two types of transponder (i.e. semi-active and passive), which may require different management methods. Each DO will receive only one type of transponder. In this regard, the Vendor shall:

- Encode the transponder (i.e. assign to each transponder a unique identity number based on a UPU issuer code to be provided), and ensure that the battery is functional (where applicable) and that the transponder can be read/registered as planned;
- Verify the functionality of the transponder each time before insertion into a test item;
- Instruct the panellists on how and when to return semi-active transponders;
- Manage panellists and the process in such a way as to minimize the transponder loss rate;
- As semi-active transponders may be reused, ensure that each one is used at least six times per year;
- Ensure that passive transponders are not reused;
- Inform the UPU at least three months in advance whenever a new stock of transponders is required, in order to enable timely supply by the UPU.

4.1.16 Requirement 16

The Vendor shall provide an estimate of needs for transponder coverage per participating inbound DO profile.

Reference: UPU GSM Technical Design, chapter 8.

Additional information: See requirement 15.

4.1.17 Requirement 17

The Vendor shall provide a description of the process for each outbound DO profile where stamps will be provided, taking into consideration any legal restrictions and the risk of theft or other deterrents.

Reference: UPU GSM Technical Design, chapter 8.

Additional information: See requirement 2.

4.1.18 Requirement 18

The Vendor shall provide a detailed plan as to how to organize the IT systems and ensure their operation and reliability, including backup and other archiving processes.

Reference: None.

Additional information: The Vendor shall be responsible for all IT system development pertaining to the following:

- Allocation matrix;
- Panel management (recruitment, training, quality control, panellist reporting);
- Production of test items (matching identification of test items with transponders, and quality control);
- Tool to monitor panellist performance;
- Validation of data (transponder registration data will be transmitted to the Vendor to support the validation of panellist data);
- Stock management (transponders, stamps, test items, envelopes, etc.);
- Transmission of data (this can be discussed separately with the UPU).

4.1.19 Requirement 19

The Vendor shall provide detailed information on the validation and query processes for items and panellists.

Reference: None.

4.1.20 Requirement 20

The Vendor must supply a list of validation criteria, with supporting logic, for GMS Link measurement.

Reference: UPU GMS Technical Design, chapter 12.

4.1.21 Requirement 21

The Vendor shall provide a list of the preventive or corrective actions carried out for each validation criterion, with a view to reducing future errors.

Reference: UPU GMS Technical Design, chapter 12.

4.1.22 Requirement 22

The Vendor shall complete the validation process as part of the monthly working schedule. In this regard, the validation of data for the previous month must be completed by the end of the third week of the current month.

Reference: UPU GMS Technical Design, chapter 12.

4.1.23 Requirement 23

The Vendor shall ensure the validation of the posting and delivery dates.

Reference: UPU GMS Technical Design, chapter 12.

4.1.24 Requirement 24

The Vendor shall provide details (in addition to a description of how to conduct tasks) of how the relevant key performance indicators (KPIs) will be met at each level and at each time interval.

Reference: UPU GMS Technical Design, chapter 12.

Additional information: The targets concerning KPIs will be provided upon request, following signature of a non-disclosure agreement.

4.1.25 Requirement 25

The Vendor shall designate a project manager who will liaise with the UPU in order to monitor the project's progress according to a defined project plan.

4.1.26 Requirement 26

In order to ensure effective project coordination, the Vendor's project manager and the UPU shall establish and follow a defined schedule of meetings and teleconferences that will be agreed at a later stage. The meetings will take place remotely or at the premises of the UPU or those of the Vendor, to be defined in due course.

4.1.27 Requirement 27

At the UPU's request, the Vendor shall, at no additional cost to the UPU, engage in relevant training sessions or workshops organized by the UPU. Between two and five training sessions or workshops (each lasting one day, will be organized each year. The sessions may take place in different regions of the world (Africa, Americas, Arab countries, Asia and Europe). A quotation should be provided for the cost of two experts for a maximum of five training sessions per year, each lasting one day, in the regions mentioned above. Travel costs shall be invoiced separately.

4.1.28 Requirement 28

The Vendor shall be subject to auditing with respect to the provision of the services, including (but not exclusively) as part of the UPU's annual GMS audit.

Reference: UPU GMS Technical Design, chapter 17.

Additional information: The annual GMS audit shall focus on the functions and processes relating to the appropriate technical implementation of the UPU GMS Technical Design specifications.

4.2 Bidder requirements

Bidders shall propose technical solutions to the requirements set out in section 4.1.

Bidders should refer to the UPU GMS Technical Design available at www.upu.int/getmedia/cb84c45c-9c0e-4faa-a512-138b489043ab/UPU-GMS_TECHNICAL_DESIGN_3rd-Edition_15-August-2020_v1-0.pdf.

Other relevant documentation and information shall be provided upon request, following signature of a non-disclosure agreement.

Bidders shall define their project team structure, specifying those team members to be engaged in the provision of the services and their respective locations. A curriculum vitae shall be provided for each of the Bidders' core team members, covering their qualifications, knowledge, skills and experience.

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 Assessment criteria

Bidders will be assessed on the basis of the following:

- A scoring system of up to 100 points for the technical proposal;
- Compliance with the structure described in section 3;
- Response to the requirements described in sections 4.1 and 4.2;
- Pricing and the economic value of the tender.

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

<i>Criteria</i>	<i>Points obtainable</i>
Quality of the proposal with regard to the technical requirements (evaluation of requirements 1 to 24)	80
Quality of the proposal with regard to the project management requirements (evaluation of requirements 25 to 28)	20

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

4.4 Duration of services

The services are scheduled to commence in June 2021 and to end in December 2024.

4.5 Reporting

A specific method of periodic reporting and associated documentation shall be jointly defined by the UPU and the Vendor. At a minimum, the following reports shall be provided:

- Panel status per dropper and receiver country (weekly);
- Data recency (weekly);

- Transponder loss rate for semi-active transponders (quarterly);
- Posting activities relative to planned levels (weekly).

4.6 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 tenders cover 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.

4.7 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.