

Call for tenders

Disaster risk management certification mechanism for the postal sector

27 January 2022

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1 Introduction

1.1 Profile of the UPU

The Universal Postal Union (UPU) was founded in 1874 in Berne, Switzerland, with the main goals of establishing a single postal territory for the reciprocal exchange of letter-post items and adopting common principles for the international postal service in a non-discriminatory manner. Currently comprising 192 member countries, the UPU became a specialized agency of the United Nations in 1948.

The main mission of the UPU is to stimulate the lasting development of efficient and accessible universal postal services of quality, in order to facilitate communication between the inhabitants of the world. It does this by guaranteeing the free circulation of items over a single postal territory composed of interconnected networks, encouraging the adoption of fair common standards and the use of technology, ensuring cooperation and interaction among stakeholders, promoting effective technical cooperation, and ensuring the satisfaction of customers' changing needs. The UPU is thus expected to play a major role in the continued revitalization of postal services.

Furthermore, the UPU facilitates the development of worldwide postal services by providing an information and communication technology framework that allows the designated operators¹ of UPU member countries to concentrate on the delivery of postal services to their customers. In this context, the UPU provides a global network with value-added services, as well as computerized applications for the management of international mail and international postal money orders.

2 Terms and conditions

Unless otherwise indicated in this call for tenders, the term "Bidder" shall refer to any person, company or legal entity submitting a proposal in response to this call for tenders. The term "Vendor" shall refer to any selected bidder.

2.1 Confidentiality

Bidders shall treat in strict confidence all information contained in this call for tenders and its attached documents that is not already publicly known or generally accessible, particularly any documentation marked as confidential and distributed by the UPU to Bidders as additional confidential tender documentation. Bidders shall prevent the disclosure or distribution of all such information to third parties and other entities and persons not expressly authorized herein. In case of doubt, these confidentiality provisions shall nevertheless be observed. All Bidders are obliged to observe these confidentiality provisions before, during and after the tender process. These provisions shall not affect the legal obligations of the UPU and Bidders to disclose information.

Bidders shall not use such information for any purposes other than those associated with this call for tenders. The call for tenders and all attached documents may be distributed or made available only to persons directly involved in the tender process on behalf of Bidders. If external agents or subcontractors are involved in the preparation of the tender documents, this must be indicated and their names provided in the participation notification (see section 2.14).

Bidders shall assume full responsibility for the compliance of their agents, consultants, employees and subcontractors, as well as any third parties involved on their behalf in this tender process, with these rules of confidentiality, and shall be liable for any damages resulting from misconduct or unauthorized disclosure.

If a Bidder violates the confidentiality provisions contained herein, it shall be liable to pay a penalty to the UPU unless it can prove that no fault is attributable to it. This penalty shall not exceed 50,000 CHF per infringement. Payment of any such penalties shall not release Bidders from their obligation to observe these confidentiality requirements.

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 a disaster risk management (DRM) certification mechanism for the designated operators of UPU member countries.

2.4 Background

Since its creation in 1999, the United Nations Office for Disaster Risk Reduction (UNDRR, formerly UNISDR) has promoted actions to reduce the impact of natural disasters. Through the Hyogo Framework for Action (2005–2015) and the Sendai Framework for Disaster Risk Reduction (2015–2030), considerable progress has been made in reducing loss of life and mitigating damage caused by disasters throughout the world, enabling the international community to focus further on disaster risk management and disaster risk reduction policies. At the same time, the greater frequency and intensity of natural disasters around the world has increased the importance of focusing on preparedness and prevention measures, multisector cooperation, and local, regional and national collaboration, so as to enhance the ability of affected countries to face the challenges resulting from natural disasters.

The postal sector in every region has suffered as a result of various types of natural catastrophe. According to data gathered by the UPU since 2013, more than one third of disruptions to international mail services are due to the impact of natural events around the world. With this in mind, and taking into consideration the commercial and technological challenges faced by the postal sector, it is now more important than ever to increase the resilience of postal networks and strengthen Posts' ability to resume operations as quickly as possible in the aftermath of a natural disaster. The UPU can support member countries in this regard by developing tools and offering training to help designated operators become more resilient to events of significant impact, thus sustaining their viability and mitigating their losses from these events. According to the United Nations Development Programme (UNDP), every US dollar invested in disaster prevention could prevent 7 USD of disaster-related economic losses.

Since 2013, the UPU has been developing a disaster risk management portfolio of training products and knowledge resources to support member countries and their designated operators in building sustainable operations in the face of disasters. Much has been achieved in the field of DRM in the postal sector since the 25th UPU Congress, which adopted recommendation C 64/2012 entitled "Initiatives for the study of sustainable development and development cooperation measures to make postal organizations more resistant to major disasters". This was followed by the creation of an ad hoc group on DRM. Aside from raising awareness of DRM in the postal sector and organizing DRM seminars and workshops, the ad hoc group's main deliverable during the Doha cycle was the publication in 2016 of a document entitled "Building resilience: A guide to disaster risk management for the postal sector" (hereinafter "DRM Guide"). Available in several UPU languages,

the DRM Guide has served as a simple tool enabling member countries and their designated operators to assess their DRM capabilities.

Conscious that much work remained to be done in this area, the 26th UPU Congress adopted a proposal from Japan aimed at pursuing DRM efforts in the postal sector, especially for developing and least developed countries. The Istanbul Congress thus recommended that the relevant bodies of the UPU “study the possibility of a specific certification process which would allow postal operators to improve their disaster risk management approaches and benchmark their level of implementation in the framework of the UPU disaster risk management guide” (recommendation C 14/2016). The DRM Guide provides a uniform and suitable starting point for the development of a certification mechanism for disaster risk management for designated operators. Existing certification systems offered by the UPU in other areas could provide a basis for methodology development, guaranteeing alignment with other standards in the process.

A recent survey carried out by the UPU to gauge the current status of its designated operators regarding emergency preparedness and response to natural disasters shows that the majority of designated operators do not have adequate sufficient disaster risk management procedures in place. Out of the 66 designated operators that provided information about their disaster risk management processes, only 45% had an emergency preparedness and response department or unit, and only 37% had a role in the national disaster management plan and process.

The provision of a standardized framework for disaster risk readiness would enable designated operators to develop or enhance their disaster preparedness in line with existing relevant UPU security and operational standards. In continuation of the UPU’s previous DRM efforts, this step would benefit Union member countries and their postal sectors within the context of the promotion of resilience by the UPU as a specialized agency of the United Nations.

2.4.1 Why create a certification mechanism?

There are steps that designated operators can take in order to become disaster risk-ready. A certification procedure would outline the measures and actions to be taken, in order to support operators in achieving resilience in the event of a disaster.

A DRM certification mechanism would:

- Offer a standardized framework for DRM in the postal sector;
- Support designated operators in their progression towards resilient operations by offering a step-by-step methodology, adapted to their unique geographical conditions and challenges;
- Stimulate continuous improvement within the area of disaster risk preparedness and management;
- Provide designated operators with recognition for their work on DRM and enhance their national and international standing in DRM efforts;
- Help designated operators build a trustworthy brand.

The overarching objective would be to assist designated operators in maintaining business continuity and ensuring national and international quality of service in the aftermath of a natural disaster. This is of particular importance in locations and remote areas where the Post is often the first government agency to resume services after a disaster, and where it can play an essential role in helping community and governmental functions “return to normal”.

2.4.2 Available DRM resources

A number of resources and processes already exist at the UPU and could be incorporated into the certification mechanism, with adjustments as necessary:

- The publication “Building resilience: A guide to disaster risk management for the postal sector”, which includes incident response checklists to be used before, during and after an incident;
- Existing workshop concepts and simulation exercises on DRM;
- Lessons learned and best practices shared by designated operators since 2013;

- Trainpost course on disaster risk management (available since 2018);
- Technical assistance for preparedness initiatives, including the development or enhancement of DRM plans.

2.4.3 Existing UPU certification systems

In the drafting of this document, two existing UPU certification systems have been consulted, namely the UPU security certification system, which ensures compliance with standards S58 and S59, and the UPU quality of service certification system. These certification systems include areas that may be relevant in the preparation of a DRM certification mechanism.

2.5 Objectives

The objectives of this project are (i) to develop a detailed methodology for the DRM certification mechanism, based on the suggestions outlined in this call for tenders and (ii) to implement a pilot project in two countries to assess the effectiveness of the methodology and identify its potential shortcomings.

2.6 Use of subcontractors

The Vendor shall not assign, sublicense, subcontract, pledge or otherwise transfer or dispose of its tender, or any of the rights and obligations contained therein or in an associated contract with the UPU, without the prior written consent of the UPU.

The approval by the UPU of the engagement of any subcontractor shall not relieve the Vendor of any of its obligations or responsibilities concerning the work performed by such subcontractors.

2.7 Use of the emblem, name and initials of the UPU

Bidders shall not advertise or otherwise make public the fact that they intend to provide, are providing or have provided services to the UPU, or use the emblem, name or initials of the UPU in connection with their business for purposes of commercial advantage or goodwill, without prior and explicit permission from the UPU. Bidders shall take all reasonable measures to ensure compliance with this provision by their agents, consultants, employees and subcontractors.

2.8 Collusive bidding, anti-competitive practices and any other similar conduct

Without prejudice to the provisions in sections 3 and 4 below, Bidders (including their agents, consultants, employees and subcontractors) shall not engage in any collusive bidding, anti-competitive practices or any other similar conduct in relation to:

- the preparation and submission of tenders;
- the clarification of tenders;
- the conduct and content of any negotiations, including final contract negotiations.

For the purposes of this call for tenders, collusive bidding, anti-competitive practices and any other similar conduct may include the disclosure to, or exchange or clarification with, any other Bidder of information (in any form), whether or not such information is confidential to the UPU or to any other Bidder, in order to alter the results of the call for tenders in such a way that would lead to an outcome other than that which would have been obtained through a competitive process. In addition to any other remedies available to it, the UPU may, at its sole discretion, immediately reject any tender submitted by a Bidder that, in the UPU's opinion, has engaged in any collusive bidding, anti-competitive practices or any other similar conduct with any other Bidder in relation to the preparation or submission of tenders, whether with respect to this call for tenders or other procurement processes conducted by the UPU.

2.9 *Intellectual property*

This call for tenders and all its attached documents, including any content, forms, statements, concepts, projects and procedures explicitly or implicitly forming part of the call for tenders, constitute the exclusive intellectual property of the UPU. This call for tenders is communicated to the various Bidders with the sole purpose of assisting them in the preparation of their respective tenders. Any hard copies of this call for tenders shall be destroyed or returned to the UPU by unsuccessful Bidders at the request of the UPU.

2.10 *Privileges and immunities*

Nothing in or relating to this call for tenders, the activities described herein or any potential agreements related thereto shall be deemed as a waiver, expressed or implied, of any of the privileges, immunities and facilities that the UPU enjoys as a specialized agency of the United Nations system, pursuant to the Swiss Host State Act and the Agreement on Privileges and Immunities of the United Nations (on Swiss territory), the Convention on the Privileges and Immunities of the Specialized Agencies (outside Switzerland), and any other conventions and laws recognizing and/or granting such privileges, immunities and facilities to the UPU and its officials (such as the International Organizations Immunities Act in the case of the United States of America).

Accordingly, the Vendor shall expressly acknowledge and agree that the property and assets of the UPU, including any archives, data, documents and funds belonging to the UPU or held by it (including, without limitation, the data/hosting environments and servers pertaining to or associated with the provision of the services, as well as any data or documents in any form belonging to or held by the UPU on behalf of UPU member countries and their designated operators), are inviolable and shall be immune from search, requisition, confiscation, expropriation and any other form of interference, whether through executive, administrative, judicial or legislative action. The Vendor shall immediately contact the UPU in the event of any attempt to violate or any violation of the UPU's privileges and immunities, and shall take all reasonable measures to prevent such violations.

In the light of the UPU's status as a specialized agency of the United Nations (and without prejudice to the observance, by the UPU, of any sanctions established by the United Nations Security Council), Bidders shall expressly certify their legal and operational willingness and ability to provide the services on a non-discriminatory basis for the benefit of all eligible entities established and/or situated in the territory of any UPU member country, irrespective of the existence of diplomatic relations between a Bidder's country of incorporation and/or operation and any UPU member country (including its designated operators).

2.11 *Tax exemption*

Pursuant to article III, section 9, of the Convention on the Privileges and Immunities of the Specialized Agencies, the UPU is exempt from all direct taxes and from customs restrictions, duties and charges of a similar nature in respect of articles imported or exported for its official use.

Furthermore, as an intergovernmental organization and a specialized agency of the United Nations, the UPU is exempt from value-added tax (VAT) in Switzerland (OLTVA, article 22; *Instructions 2001 sur la TVA*, articles 574, 816 and others), as well as in other countries. Therefore, all prices shall be indicated in "net" form, without VAT or similar taxes.

2.12 *Language*

Bidders must submit all tender documents entirely in English.

2.13 *Signature*

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

2.14 *Participation notification*

Upon receipt of this call for tenders, Bidders shall send confirmation of participation to the contact person(s) listed in section 2.15, in line 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

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 23 February 2022**.

Answers to questions submitted by Bidders, as well as any additional information and updates relevant to this call for tenders, shall be published on the UPU website at www.upu.int/en/Universal-Postal-Union/Procurement.

2.17 *Delivery of tenders and deadline*

In view of the current situation relating to the ongoing COVID-19 pandemic, all tenders must, on an exceptional basis, be submitted to the UPU by e-mail only at RFP-2022-001@upu.int with “RFP-2022-001– DRM certification mechanism for the postal sector” as the subject line.

The deadline for the submission of tenders **is 18 March 2022 at 16.00 CET**.

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 must identify any aspects where they envisage modifications being necessary or consider elements to be missing.

The winning tender will be selected on the basis of a non-exhaustive list of criteria as set out in section 4.2. Bidders are therefore required to 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	10 February 2022
Deadline for submission of queries	23 February 2022
Deadline for provision of responses to queries	25 February 2022
Deadline for submission of tenders to the UPU	5 March 2022 at 16.00 CET
Estimated start of engagement	20 March 2022 (to be confirmed)

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 tenders.

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 *Technical proposal*

Bidders shall submit a technical proposal addressing all of the requirements set out in section 4. This proposal should outline the methodology, processes and timelines, as appropriate, that Bidders intend to implement in order to fulfil the objectives of this call for tenders.

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

3.6 *Pricing structure*

Bidders shall provide a detailed pricing structure, as required under section 4.4. Bidders shall not include VAT in their pricing structure, as per section 2.11. Furthermore, all pricing information shall be provided exclusively in US dollars (USD).

3.7 *Delivery and payment schedule*

The delivery and payment schedules are to be proposed by Bidders in their pricing structures, and must be agreed with 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 shall develop and propose a detailed methodology for a DRM certification mechanism based on the elements and details below. Furthermore, the Vendor shall assist the UPU in the implementation of a pilot project to assess the effectiveness of the proposed methodology and identify its potential shortcomings.

4.1.1 *Necessary elements*

The certification mechanism to be proposed by the Vendor shall include the following:

- The development of an overarching DRM certification framework conforming to the concept set out in this document, including the definition of certification levels;
- The development of the components required for certification. This could include, but is not limited to, a self-assessment tool and a scoring methodology;
- A template DRM plan, including relevant key performance indicators relating to DRM, which would assist certification applicants in the development or enhancement of their own disaster risk management plan;

- A standardized format and content for workshops tailored to the specific regions and template DRM plan;
- A concept for one or more train-the-trainer sessions, with representatives from regional support groups, to facilitate peer reviews (serving as a template for future peer reviewers) and to ensure an adequate and consistent approach to certification.

4.1.2 Scope of certification

It is proposed that the DRM certification mechanism adopt the same scope as that set out in the DRM Guide (i.e. natural disasters). This would ensure alignment with existing resources, facilitate relevant future coordination, and provide synergies with related activities. This certification would be integrated into the UPU's overarching work on development cooperation, and would be aligned with existing UPU certification systems. DRM certification will be offered to all designated operators of UPU member countries.

4.1.3 Features

The proposed DRM certification mechanism shall have the following characteristics:

- A straightforward and simple methodology;
- A tiered approach, allowing designated operators to progress in their work on DRM according to their situation and capabilities;
- Alignment with existing UPU certification systems;
- Incorporation of existing UPU resources on DRM, to be used as a foundation for further development.

4.1.4 Certification procedure

Designated operators will be able to apply for certification on an ongoing basis. Before embarking on the certification process, designated operators will need to show proven commitment towards DRM readiness. Applicant designated operators will also need to identify the person(s) responsible for these issues within their organization, as well as the technical expert(s) who would attend training and be involved in the implementation phase.

Three levels of DRM certification will be offered, namely bronze, silver and gold. The framework will be designed in such a way that it stimulates a progression in DRM proficiency as a designated operator moves up through the levels. The socio-economic and postal development perspectives will be taken into account when defining the levels, in order to ensure an appropriate threshold for participation.

In accordance with existing procedures applied by other UPU certification systems, the DRM certification process will include elements of training, self-assessment, peer review and audit, as well as final validation and certification carried out by the UPU. Both regional workshops and online training through Trainpost will be offered, in which participation will be mandatory for all certification applicants.

Regional support groups will be made available for the sharing of best practices, and a pool of experts will be available for peer review purposes. These will be established in close collaboration with the restricted unions.

Certification will be issued by the UPU International Bureau and will be valid for three years. After this period, designated operators will be able to apply for recertification.

4.1.5 Regional support groups

UPU member countries and/or their designated operators facing similar challenges shall be brought together in regional support groups, to stimulate the sharing of best practices and to provide a pool of experts available to perform peer reviews once DRM certification is operational. The International Bureau will seek the involvement of the relevant restricted unions to this end.

4.1.6 Pilot region

The DRM certification mechanism will be developed and tested in collaboration with member countries of the Caribbean Postal Union (CPU).

4.2 Bidder requirements and assessment criteria

Bidders shall be companies of international repute in the area of activities defined herein.

Moreover, Bidders are expected to demonstrate:

- Proven experience in the successful delivery of DRM projects in English;
- An understanding of national, regional and international DRM strategies and policies;
- Experience of developing disaster-related certification mechanisms;
- Experience of working with United Nations entities, including the UPU and/or other intergovernmental organizations;
- Experience of working in the postal sector; and
- Computer literacy, including MS Teams, Word, Excel and PowerPoint.

Bidders' tenders will be assessed based on a scoring system of up to 70 points for the technical proposal and 30 points for the financial proposal.

The technical proposal shall be assessed based on the following criteria:

<i>Evaluation criteria</i>		<i>Points obtainable</i>
1	Capability of consultant(s) (i.e. experience, qualifications)	10
2	Experience of developing and delivering similar certification mechanisms	25
3	Experience of other DRM-related projects	10
4	Experience and understanding of DRM and its application in the postal sector	25

/ For criteria 1 to 4, please complete the form in Annex 1.

4.3 Estimated duration of the services

The services are scheduled to commence in March 2022 (to be confirmed), with an estimated duration of three months.

Bidders shall outline a detailed project plan and timeline, broken down into phases and deliverables, for delivery of the certification mechanism. This shall also include an appropriate project management mechanism.

4.4 Budget

Bidders shall prepare a detailed, phase-by-phase budget, based on daily rates and time allocations for their relevant consultant(s).

4.5 Other requirements

Bidders shall describe 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.

4.6 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.