

1. **What is the expected duration for each phase of the project?** The project spans 12 months, but what are the anticipated timeframes for the various phases (data collection, analysis, reporting, solution development)? How intensive will each phase be?

Each phase work can be adjusted to the needs identified, not compromising the 12 months period

2. **What is the level of granularity for the transport infrastructure evaluation?** The tender calls for identifying bottlenecks in the transport infrastructure of each operator and region. Will this evaluation require site visits, detailed operational audits? If not what level of detail is expected?

The evaluation can require site visits and detailed operational audit when applicable to the respective region.

3. **What travel and accommodation costs might be incurred?** The tender allows for occasional on-site tasks at UPU headquarters in Berne, Switzerland. What would be the potential costs associated with travel, accommodation, and subsistence during these tasks? Who will cover these costs?

The meetings with the UPU Headquarters team are to be organized via MS Teams.

Any travels are not yet defined, and once they are, they will follow UPU procedures.

4. **What is the scope of operational and technical improvements expected?** Identifying operational and technical improvements to streamline processes and reduce costs is mentioned. What level of process re-engineering is anticipated?

The scope of the project is limited to International Postal Operations.

5. **What analysis is required for transport infrastructure and legal requirements?** The project demands evaluating both the current transport infrastructure and regional legal and EAD (Electronic Advance Data) requirements. Will this involve substantial research into international laws and regulations?

The analysis are expected to be in a regional basis, and if identified, on a country level.

6. **What data collection tasks are involved?** How is it possible to effectively **collect all data from designated operators and carriers (air commercial, cargo, surface)** on transportation and EAD (Electronic Advance Data) exchange in light of:

- **Data protection regulations** – How will the project ensure compliance with regional and international data protection laws (e.g., GDPR) while collecting sensitive operational and transport data from multiple operators?
- **Willingness to collaborate** – How will the project address potential resistance or hesitancy from DOs, operators and carriers regarding the sharing of proprietary or commercially sensitive data? What incentives or guarantees are in place to encourage their full cooperation?

The UPU Team will liaise with the service provider and the designated operators and any carriers need data, and will follow the UPU general terms and conditions of data protection.

7. Is the scope limited to mail only, and so not includes parcel / EMS products ? Is the letter with goods included ?

However the focus is on EMS, does not exclude other UPU products.

- 8.** What do you mean by regional capacities ? Cross-border capacities within the UPU regions (if yes, please confirm the UPU regions), or do you mean capacities at a country level ?

The Regions to be consider are: North America, The Caribbean, Latin America, Arab, Africa, Europe, Asia & Pacific.

If on a country level, is not excluded.

- 9.** Same question for the expectation on the “analysis of the international postal market” : is it only about document letter ? Does it include letter with goods are parcels slash EMS ?

However the focus is on EMS, does not exclude other UPU products.

- 10.** Do you have any conviction on the way to collect the data from designated operators ?  
Previously, for UPU projects, we used 2 methodologies : direct interviews with DO (interview of 1h per each DO) and online questionnaire. We do recommend using the online questionnaire for the DO, for having a quite good participation rate in the past. For the carriers, we will manage it by our own, through direct interviews.

No conviction set.

- 11.** Could you precise the granularity expected on the legal and EAD requirements for each region and DO ? We assume that legal end EAD requirements are set at the country level (not homogenous at a UPU region level). Also, do you expect us to realise a drill down for each country members of the UPU ?

No granularity defined – it is expected that the consultancy is able to provide this information.

- 12.** Same question for the strategy and recommendations, what is the granularity expected : at a UPU region level ? a drill down for each country members of the UPU ?

The regional level is the expectation; if on a country level, is not excluded.