

PANDEMIC RECOVERY GUIDE

for Postal Services



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POSTAL
UNION

Version I

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Recovery Plan Task Force

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Contents

| | |
|---|-----------|
| Abbreviations..... | 6 |
| Glossary of business continuity terminology | 7 |
| Chapter I: Introduction | 12 |
| Use of the guide..... | 13 |
| <i>Purpose and goals</i> | <i>13</i> |
| Chapter II: Recovery plan as part of business continuity planning | 14 |
| Introduction to business continuity planning..... | 15 |
| Sample methodology – Six steps for establishing a BCP | 16 |
| The six-step COVID-19 business continuity plan..... | 18 |
| BCP adapted to COVID-19 lessons learned..... | 19 |
| Chapter III: Pandemic landscape | 20 |
| Case of COVID-19 pandemic..... | 21 |
| COVID-19 pandemic chronology..... | 21 |
| Global COVID-19 pandemic situation (at 20 January 2021)..... | 21 |
| Worldwide impact..... | 22 |
| Chapter IV: Impact on postal sector and UPU IB support | 24 |
| Timeline: COVID-19 development and the postal sector | 25 |
| Role of Posts during the pandemic | 26 |
| Impact of the pandemic on the postal sector..... | 26 |
| <i>Staff and health and safety.....</i> | <i>26</i> |
| Health and safety of staff and customers | 26 |
| Postal staff illness..... | 27 |
| Teleworking and lockdown of postal staff | 27 |
| Lack of protective equipment | 27 |
| Temporary staff limitations..... | 27 |
| Staff pay cuts or redundancies..... | 27 |
| <i>Operational issues</i> | <i>27</i> |
| Disruption of postal logistics network and international postal services..... | 27 |
| Reduced points of service and post office hours | 27 |
| New work practices to limit contact | 28 |
| Drop in payment and financial services | 28 |
| Decrease in quality of service | 28 |
| Increased customs clearance time..... | 28 |
| Delivery standards no longer maintained | 28 |
| <i>Business/financial issues</i> | <i>29</i> |
| Drop in postal volumes..... | 29 |
| Impact on domestic flows..... | 29 |
| Difficulty for postal dispatches to reach the final country of destination..... | 29 |
| Decrease in demand for postal services..... | 30 |
| Decrease in revenue for postal companies..... | 30 |
| Financial impact/budget problems | 30 |
| Increase/decrease of e-commerce sales..... | 30 |

| | |
|--|-----------|
| UPU IB support in response to COVID-19 pandemic | 30 |
| <i>Protection of postal workers</i> | 30 |
| <i>Monitoring the situation</i> | 31 |
| <i>EmlS messages</i> | 31 |
| <i>Alternative means of transport</i> | 31 |
| <i>Cooperation with international organizations</i> | 31 |
| Chapter V: Crisis assumptions | 32 |
| Getting ready to restart after the pandemic | 33 |
| <i>Public health assumptions</i> | 33 |
| <i>Global economic/trade assumptions</i> | 34 |
| <i>Postal development tendency assumptions</i> | 35 |
| <i>Postal operations assumptions</i> | 36 |
| Chapter VI: Overview of planning | 38 |
| Phases | 39 |
| <i>Response – Emergency plan</i> | 40 |
| <i>Measures for staff welfare</i> | 40 |
| <i>Business restoration governance</i> | 40 |
| <i>Scenario planning</i> | 40 |
| <i>Analysis and monitoring</i> | 40 |
| <i>Reputation management and communication</i> | 40 |
| <i>Business restoration planning</i> | 40 |
| <i>Opening of offices/re-establishment of the full range of operations</i> | 40 |
| <i>Working methods</i> | 40 |
| <i>Long-term implications for postal servicess</i> | 40 |
| Chapter VII: Promoting recovery | 42 |
| Key considerations | 43 |
| Financial implications | 45 |
| Chapter VIII: Emergency plan development | 46 |
| Principles to take into account | 47 |
| Sample emergency plan tasks and activities | 48 |
| Equipment and supplies | 56 |
| Communicating the plan | 56 |
| Chapter IX: Recovery plan development | 58 |
| Elements to take into account | 59 |
| Postal sector pandemic response – Recovery actions around the world | 59 |
| Sample recovery plan tasks and activities | 60 |
| Chapter X: Business resumption plan development | 66 |
| After the emergency | 67 |
| Lessons learned from the COVID-19 pandemic thus far | 67 |
| <i>Postal services – An essential component of the global economy</i> | 67 |
| <i>Digital transformation</i> | 67 |
| <i>Delivery innovations</i> | 67 |
| <i>Diversification of transport</i> | 68 |
| <i>SME support</i> | 68 |
| <i>Universal service obligation and regulatory frameworks</i> | 68 |
| <i>Robotics in sorting and delivery</i> | 68 |
| Sustainability perspectives | 68 |
| Elements to include in the business resumption plan | 69 |
| Chapter XI: Conclusion | 76 |

ANNEXES – SAMPLE OPERATIONAL PLANS

| | | |
|-----------------|---|-----|
| Annex 1.1..... | Emergency/contingency planning – Phase 1a, Goals I and II (People) | 79 |
| Annex 1.2..... | Emergency/contingency planning – Phase 1a, Goal III (Processes) | 82 |
| Annex 1.3..... | Emergency/contingency planning – Phase 1a, Goal IV (Profits) | 85 |
| Annex 1.4..... | Emergency/contingency planning – Phase 1a, Goal IV (Partnerships) | 86 |
| Annex 1.5..... | Emergency/contingency planning – Phase 1b, Goals I and II (People) | 87 |
| Annex 1.6..... | Emergency/contingency planning – Phase 1b, Goal III (Processes) | 89 |
| Annex 1.7..... | Emergency/contingency planning – Phase 1c, Goals I and II (People) | 92 |
| Annex 1.8..... | Emergency/contingency planning – Phase 1c, Goal III (Processes) | 94 |
| Annex 1.9..... | Emergency/contingency planning – Phase 1c, Goal IV (Profits) | 97 |
| Annex 1.10..... | Emergency/contingency planning – Phase 1c, Goal IV (Partnerships) | 98 |
| Annex 2.1..... | Recovery planning – Goal I (People) | 99 |
| Annex 2.2..... | Recovery planning – Goal II (Processes) | 101 |
| Annex 2.3..... | Recovery planning – Goals III and IV (Profits and partnerships) | 105 |
| Annex 3.1..... | Business resumption planning – Goal I (People) | 107 |
| Annex 3.2..... | Business resumption planning – Goal I (Processes) | 109 |
| Annex 3.3..... | Business resumption planning – Goal I (Profits) | 112 |
| Annex 3.4..... | Business resumption planning – Goal II (Processes) | 113 |
| Annex 3.5..... | Business resumption planning – Goal III (Partnerships) | 115 |

Abbreviations

| | |
|--------------|---|
| BCP | Business continuity plan |
| BRP | Business recovery plan |
| CDS | Customs Declaration System |
| DC | Developing country |
| DCDEV | Development and Cooperation Directorate |
| DFS | Digital financial services |
| DO | Designated operator |
| DRF | Disaster Resilience Fund |
| DRM | Disaster risk management |
| EAD | Electronic advance data |
| EmIS | Emergency Information System |
| EMS | Express mail service |
| EMT | Emergency management team |
| ERM | Enterprise risk management |
| ESF | Emergency and Solidarity Fund |
| EU | European Union |
| FITAF | Financial Inclusion Technical Assistance Facility |
| IATA | International Air Transport Association |
| IB | International Bureau |
| ILO | International Labour Organization |
| IPS | International Postal System |
| IT | Information technology |
| LDC | Least developed country |
| NGO | Non-governmental organization |
| OCU | Operational continuity unit |
| PEP | Pandemic emergency plan |
| PPE | Personal protective equipment |
| PRE | Payment readiness assessment for e-commerce |
| PRP | Pandemic recovery plan |
| QCS | Quality Control System |
| QSF | Quality of Service Fund |
| SMEs | Small and medium-sized enterprises |
| UN | United Nations |
| UPU | Universal Postal Union |
| USO | Universal service obligation |
| WCO | World Customs Organization |
| WHO | World Health Organization |

Glossary of business continuity terminology*

| | |
|--|---|
| Activation: | The implementation of business continuity capabilities, procedures, activities, and plans in response to an emergency or disaster declaration; the execution of the recovery plan |
| Alert: | <ol style="list-style-type: none">1. Notification that a disaster may occur (a standby for possible activation of the continuity plan);2. Notification that an interruption may occur due to planned events (such as a system upgrade) or expected events (such as a hurricane warning), when preparation or relocation begins before the incident |
| Alternate site/ location: | A location other than the normal facility that is used to process data and/or conduct critical business processes in the event that access to the primary facility is denied or the facility is damaged |
| Authentication: | The verification of the identity of an individual, system, machine, or any other unique entity |
| Authorization: | The process of allowing access to specific areas of a system based on the role and needs of the user |
| Business continuity plan: | The plan used by an organization or business unit to respond to a disaster or disruption of operations; includes a predetermined set of procedures and documentation that defines the resources, actions, tasks, data, and processing priorities required to manage business continuity and restoration processes in the event of an incident |
| Business continuity planning: | Advance planning and preparations to minimize loss and ensure recovery of the organization's critical business functions in the event of an unexpected incident, disaster, or other interruption; includes establishing strategies, determining procedures, and arranging for necessary recovery resources |
| Business continuity plan owner: | The individual responsible for the overall continuity of a business unit, organization, or specific technology components within their department who acts as a liaison with other teams and outside service providers; this person ensures that the plan is effective, comprehensive, and sufficient to meet the organization's recovery objectives |
| Business impact analysis: | The process of identifying the potential impact of uncontrolled, non-specific events on an organization's business processes; measurements are derived from analyzing impact types over time for a particular business unit |
| Call list: | A document that identifies who is responsible for contacting management, employees, customers, vendors, and other key contacts in the event of an emergency, disaster, or severe outage situation |
| Controls: | Methods that preserve the integrity of important information, meet operational or financial targets, and/or communicate management policies |
| Crisis: | A time period or continuing condition initiated by an event or incident that precludes the use of normal processes or procedures; demands focused attention from management to prevent unacceptable/catastrophic or undesirable losses |

* Sources for glossary entries: (1) quantivate.com/blog/business-continuity-glossary/; (2) content.acsa.org/i/1220799-sdcoe-pandemic-threat-template-covid-19/4; (3) www.paho.org/disasters/index.php?option=com_docman&view=download&category_slug=tools&alias=543-pandinflu-leadershipduring-tool-16&Itemid=1179&lang=en

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| Crisis management plan: | Provides the overall policies, procedures, and guidance for responding to an event that poses substantive risk to the organization; used to organize, evaluate, and control significant events that impact normal operations, focusing on managing departments and their resources during a disruption |
| Crisis management team (CMT): | The group responsible for maintaining, validating, and coordinating the recovery or recovery support processes for all business units and technology |
| Criticality levels: | Rankings used to determine process restoration (e.g. mission critical, critical, important, etc.) |
| Dependency: | <ol style="list-style-type: none"> 1. Any resource needed to perform a process (may include applications, vendors, skills, locations, other processes, etc.); 2. The relationship between resources |
| Disaster: | An unanticipated event or interruption that impacts an organization's critical business functions and/or technology environment |
| Disaster declaration: | The formal notification process that takes place after determining that it is not feasible to recover normal operations at a primary business site within an acceptable time period |
| Disaster recovery plan: | The compilation of technological strategies and actions that minimize both the impact of business interruptions and the effort to recover and fully resume business processes; generally focuses on technology recovery and restoration |
| Essential services: | All services and functions that are absolutely necessary during a pandemic. They maintain the health and welfare of the municipality |
| Essential staff: | The employees required to fulfil the specific job functions needed to maintain or resume operations. In most cases, this designation will shift with the circumstances and needs of the emergency response |
| Governance: | Processes and structures implemented to communicate, manage, and monitor organizational activities |
| Hot site: | A readily available recovery facility and associated resources; typically staffed and maintained 24 hours a day, seven days a week |
| Impact: | The influence and effect of a risk |
| Incident: | Any unplanned event with the potential to disrupt critical business processes |
| Key control: | A primary control that is essential for a business process; typically takes place during the process it applies to |
| Likelihood: | The probability of a risk occurring |
| Manual workaround: | An alternate method for completing a process without the resource in question |
| Maturity methodology or exercise programme: | An annual internal review process to maintain the quality of the business continuity plan; includes exercising, editing, and revising plan documents, attachments, and call lists and forms to maintain the plan in a perpetual state of readiness |
| Mitigation actions: | The necessary steps, or action items, to reduce the likelihood and/or impact of a potential risk |
| Pandemic: | An epidemic or infectious disease that can have a worldwide impact |
| Process: | <ol style="list-style-type: none"> 1. The principle elements of essential business functions within work groups or business units; 2. A set of tasks completed by business continuity plan owners within a department |
| Recovery: | Activities performed to enable the timely re-initiation of business processes |

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| Recovery point (RP): | The actual maximum amount of data that could be lost with current backup and recovery options |
| Recovery point objective (RPO): | The acceptable level of data loss exposure following an unplanned event; the maximum amount of data you can afford to lose or recreate |
| Recovery time (RT): | The actual amount of time it will take for a service or technology to be recovered |
| Recovery time objective (RTO): | The acceptable duration of time following an unplanned event until a critical business function has been restored; the maximum allowable time a service or technology can be unavailable |
| Resource: | A person, place, or thing that provides service to your business or department |
| Risk: | A potential event or action that would have an adverse effect on the organization |
| Risk assessment: | The prioritization of potential business disruptions based on the impact and likelihood of occurrence; includes an analysis of threats based on the impact to the organization, its customers, and financial markets |
| Salvage and restoration: | The process of reclaiming work in progress, refurbishing computer hardware, or recovering office facilities, equipment, or vital records following a disaster |
| Salvage requirements: | A list that documents essential items at a business location that should be retrieved in the event that the building is intact and re-entry is allowed |
| Secondary control: | An important control that typically takes place after the process it applies to (i.e. reporting or ongoing monitoring) |
| Solutions gap: | The difference between the amount of time a business unit needs to restore a resource and the actual time it will take for restoration (RTO vs. RT and RPO vs. RP) |
| Strategic management team: | Provides strategic direction and support for the crisis management team when requested or required by events beyond the CMT's purview |
| Tertiary control: | A non-essential control that can still be applied effectively to a business process |
| Trigger: | Observable factors that have been selected as the basis to enact (trigger) a specific response |
| Vital records: | Any information resources (e.g. paperwork, computer files) essential to the conduct of business |
| Walkthrough exercise: | A training and evaluation event created to guide continuity and recovery processes for the organization; typically occurs at least annually as part of the maturity methodology programme and includes a post-exercise review |

PANDEMIC RECOVERY GUIDE

for Postal Services



Chapter I: **Introduction**

Since mid-March 2020, the world has been grappling with the outbreak of a novel coronavirus, referred to as COVID-19. The negative impact of the virus continues to be wide-reaching and serious. Designated operators (DOs) have reported disruptions along the postal supply chain, a decrease in postal traffic and postal money order flow, and repercussions on quality of service, with processing and delivery delays stemming from the cancellation of commercial flights and a reduced postal workforce. As a result, many DOs have had to halt their international mail service and interrupt or limit certain postal services and products.

In response, **the UPU International Bureau (IB) set up an inter-directorate task force with the aim of analyzing the situation in postal services and developing a pandemic recovery guide, to help member countries mitigate the impact of this and any future pandemic on the postal industry and ensure quick restoration of their postal services post-crisis.**

This publication is the result of the work conducted by the UPU IB task force from April to September 2020.

Use of the guide

Purpose and goals

This guide was created to support Posts, mainly in developing countries (DCs), in their recovery in the context of the COVID-19 pandemic. However, it contains best practice information that is broadly applicable to postal business continuity in the event of other pandemic crises.

The recommendations in the guide are rooted in good practices and closely linked to the business continuity planning process, setting out structured actions to undertake before, during and after the crisis. The goal is to provide an easy-to-use, comprehensive package of basic information to assist designated operators (DOs) in business continuity plan (BCP) creation, and more specifically in the development of pandemic recovery plans (PRPs) and business resumption plans (BRPs).

This guide will help designated operators to:

Follow emergency procedures to ensure business continuity during a pandemic

Mitigate the effects of the pandemic, by identifying risks and proposing actions

Ensure next-wave preparations

Develop and apply a postal business recovery/resumption strategy

Increase resilience for short- and long-term business continuity

Apply a structured response to the crisis

Make use of models and templates

Benefit from UPU support

Further develop their disaster risk management (DRM) and BCP approaches

How can this guide help?

2

Chapter II:
**Recovery plan
as part of business
continuity planning**

Introduction to business continuity planning

The dramatic interruption or limitation of business processes resulting from the COVID-19 pandemic has revealed major inadequacies in the disaster recovery/business continuity policies of many organizations and enterprises, both large and small. The many risks associated with the crisis can be mitigated through a robust disaster recovery plan with special considerations for pandemic preparedness.

A business continuity plan seeks to maintain business functions or quickly resume them in the event of a major disruption. A BCP outlines the procedures and instructions the organization will follow in the face of a major disruption and takes into account key business processes, assets, human resources and financial constraints.

It is important to distinguish between a business continuity plan and a disaster (pandemic) recovery plan. The disaster/pandemic recovery plan will form part of the wider BCP, to ensure all key business areas have been covered.

Before creating the BCP, it is important to complete risk assessments and business impact analyses. These analyses

will assess the impact of a sudden loss of business functions and quantify the associated costs. It will allow the management board to review processes across the organization and determine which are vital for its continued functioning.¹

The disaster recovery plan (and more widely the business continuity plan) is like insurance and is designed to reduce the consequences of risk. Normally these important documents should be developed by the DO prior to a disaster. At the time of crisis, they can be easily updated and improved.²

¹ www.bdo.co.uk/en-gb/sport-covid-19/operational-finance-support

² UPU Business Continuity Planning for Posts, p. 1

³ Elliot, D., Swartz, E. and Herbane, B. (1999). Just waiting for the next big bang: business continuity planning in the UK finance sector. *Journal of Applied Management Studies*, Vol. 8, p. 48

⁴ searchdisasterrecovery.techtarget.com/definition/disaster-recovery-plan

In principle, all questions should be asked via risk analysis in the early stage of preparation of the plans, before the pandemic arrives. Nevertheless, in the current pandemic situation, with the COVID-19 virus continuing to spread rapidly, the following questions apply:

WHAT HAPPENED?

WHAT IS THE IMPACT ON THE POSTAL SECTOR?

HOW CAN WE LESSEN THAT IMPACT IN THE NEAR, MID- AND LONG-TERM FUTURE?

These types of questions are primarily examined by the enterprise risk management (ERM) unit, which can be set up within the organization.

According to one source, the BCP process “identifies an organization’s exposure to internal and external threats and synthesizes hard and soft assets to provide effective prevention and recovery for the organization, while maintaining competitive advantage and value system integrity”.³

This cannot be accomplished in a single step. Rather, the process is composed of different pillars, representing the stages in dealing with an interruption to a business process. The pillars are emergency planning, disaster recovery planning and business resumption planning. This planning must be coordinated, as the outcomes of the preceding stage are the baseline for the next.

A **pandemic emergency plan (PEP)** specifies procedures for handling sudden situations or unexpected emergencies arising during a pandemic. The UPU DRM Guide covers these procedures by providing checklists designed for major disasters including pandemics. The objective is to be prepared so as to prevent fatalities and injuries, and reduce damage to buildings, stock and equipment. During a pandemic, the PEP might be used to ensure business and operational continuity, albeit on a very basic level.

A **pandemic recovery plan (PRP)** provides a documented, structured approach, describing how an organization can quickly resume work after a pandemic event that has affected its ability to operate normally. A PRP aims to help an organization resolve operational and structural issues and recover process functionality so that it can perform in the aftermath of a pandemic event, even if it operates at a minimal level.⁴

It is important to resume work as soon as possible. However, simply reverting to pre-disaster conditions is not enough. The vulnerabilities that led to the disaster remain.

Rebuilding and replacing damaged facilities should often take a long-term approach, following the “build back better” concept. This includes taking into consideration the risk assessment for the area and historical data, and understanding that rebuilding a structure exactly as it was before the event often builds in the same vulnerabilities. Post-disaster reconstruction offers an opportunity to improve on the design and adopt up-to-date building codes, thereby strengthening the overall resiliency of the postal facility.

A business resumption plan (BRP) addresses restoration of the business post-crisis. The BRP is activated after an emergency and is aimed at permitting the rapid and cost-effective resumption of an organization’s operations in order to maintain continuity of service. Unlike the emergency and recovery plans, the BRP does not contain continuity procedures to be used during an emergency; instead it focuses on preventive measures once the crisis has passed.

Sample methodology – Six steps for establishing a BCP

The International Labour Organization (ILO) has developed a six-step COVID-19 business continuity plan, designed mainly to support small and medium-sized enterprises (SMEs) during the current pandemic crisis. The approach aims to establish the risk profile of an enterprise and the level of vulnerability to COVID-19 in terms of its impact on People, Processes, Profits and Partnerships (the “4Ps”), and to develop an effective risk and contingency system for the business.⁵

Chiefly this means designing a bespoke BCP for any business. The ILO tool can enable you to:

- 1 Assess the level of risk and vulnerability of your business; and
- 2 Develop an effective risk and contingency system for the business.

This tool aims to establish the risk profile of your enterprises and the level of vulnerability to COVID-19 in terms of its impact on your People, Processes, Profits and Partnerships.

PEOPLE: lives of workers and family members;

PROCESSES: enterprise operations;

PROFITS: revenue generation;

PARTNERSHIPS: enabling environment to carry out business operations.

The tool is mostly targeted at smaller enterprises with limited resources and structured in two parts:

- 1 The first part is a **risk assessment** that you can quickly do on the basis of the questionnaire provided.⁶ It establishes the level of risk/vulnerability to your enterprises.
- 2 The second part of the tool is a **six-step process** – using an illustrative example of a fictitious SME – to assist you in developing your own business continuity plan.

⁵ The information presented here is extracted from information found on the following ILO site: www.ilo.org/actemp/publications/WCMS_740375/lang--en/index.htm

⁶ See pages 2 to 7 of the PDF downloadable at www.ilo.org/actemp/publications/WCMS_740375/lang--en/index.htm



The six-step COVID-19 business continuity plan

The following are the six steps needed to establish your business continuity plan:

Step 1: Identify your key products or services

What are your most important products or services?

Consider the following criteria:

- Share of income they generate;
- Number of clients demanding them; and
- Cost of non-delivery: negative financial, productivity and reputational consequences.

Step 2: Establish the objective of your BCP

What do you want to achieve by establishing your BCP?

Step 3: Evaluate the potential impact of disruptions to your enterprise and workers

How long can interruptions last before becoming unacceptable?

What are the resources required and the suppliers, partners and contractors needed to conduct key operations?

Step 4: List action to protect/recover your business

Use the 4Ps framework to do this. Actions to minimize risk to your **People, Processes, Profits** and **Partnerships**.

5 Step 5: Establish contact lists

More of your activity will be non-physical (WhatsApp calls and Zoom/Microsoft Teams meetings, etc.). Make sure you have accurate and updated lists of all your key stakeholders.

6 Step 6: Maintain, review and continuously update your BCP

It is recommended to review and update the plan every week to:

- Update the objective of the BCP and improve its effectiveness;
- Update the risk assessment, strategies for business continuity and other procedures contained in the BCP; and
- Ensure continual improvement of all the processes included in the BCP.

Generally speaking, postal operators can apply the same or a slightly modified approach for the preparation of the pandemic emergency/contingency plan, recovery plan, or business resumption plan. Only the objectives and list of actions will vary for each type of plan to suit each phase of the pandemic crisis.

BCP adapted to COVID-19 lessons learned

One of the larger lessons to be learned from this COVID-19 pandemic is that the recovery or continuity plan has to be flexible enough to handle the “new normal” of postal services and business disruptions. These threats to business continuity are slow rather than sudden, global rather than regional, and primarily human-centric rather than exclusively environmental. As organizations continue to optimize their plans as circumstances evolve, it is important that they continue to prioritize people.

The latest threats to business continuity are threats to employees, and they thus sometimes require changes in technology. Today's COVID-19 pandemic is not attacking data centres or extended networks – it is attacking employees as they commute to and collaborate at work. This demands a business continuity plan that empowers employees to collaborate and do their best work remotely for as long as it takes to resolve the situation.

One thing about the “new normal” is certain – it is filled with unknowns. In planning to minimize future disruption, it is vital to consider the threats and disruptions that are ongoing, global and people-centric. This can empower employees to not only stay productive during a crisis, but also work together better and make the organization stronger.⁷



Chapter III:
Pandemic landscape

Case of COVID-19 pandemic

The analysis of the pandemic situation and related risks is an important step in preparing the recovery plan, because it provides a basis for assessing risks and impacts on

the business, so as to envision appropriate responses.

The COVID-19 pandemic is an ongoing global pandemic caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).

What happened?

Current evidence suggests that COVID-19 spreads between people through direct, indirect (contaminated objects or surfaces), or close contact with infected people.⁸

The case fatality rate has been estimated at 1.38% (1.23–1.53) for China. The age-related case fatality rate for the under 60 age group is estimated to be 0.318% (0.274–0.378), while for the 60 or older age group, the rate is 6.38% (5.70–7.17). These figures currently vary slightly depending on country and region.

COVID-19 pandemic chronology

On 31 December 2019, the World Health Organization (WHO) received official reports from health authorities in China concerning a cluster of viral pneumonia cases of unknown cause in Wuhan, Hubei.

WHO declared the spread of COVID-19 a pandemic on 11 March 2020 as Italy, Iran, South Korea and Japan reported surging cases. In connection with these circumstances, WHO and many governments called for measures to prevent the saturation of intensive care services and strengthen preventive hygiene (elimination of physical contact, kisses and handshakes; ban on crowds and large demonstrations, as well as unauthorized travel; promotion of handwashing; implementation of confinement/quarantine, etc.).⁹

Global COVID-19 pandemic situation

(at 20 January 2021¹⁰)

Cases of COVID-19:
96,218,601

Deaths:
2,058,534

Recovered:
53,118,533

Affected countries/
territories:
219

As of 20 January 2021, the pandemic is ongoing, but a COVID-19 vaccine is now available in some countries for widespread use.

⁸ www.who.int/news-room/q-a-detail/q-a-how-is-covid-19-transmitted

⁹ en.wikipedia.org/wiki/COVID-19_pandemic

¹⁰ This is recent statistical data. Nevertheless, given the constant evolution of the pandemic, the other data that appears in the guide in relation to COVID-19 statistics reflects the situation at the time of formulation of this guide and cannot be updated.

Worldwide impact

Since its beginning, this global pandemic has led to serial cancellations of sporting and cultural events, confinement/quarantine measures, border closures, a stock market crash owing to global economic uncertainties, and general social and economic instability.

From the perspective of the postal industry, major impacts of the pandemic might be highlighted as follows:

| |
|---|
| NATIONAL BORDERS CLOSED |
| INTERNATIONAL/DOMESTIC FLIGHTS SUSPENDED |
| SUPPLY CHAIN DISRUPTED |
| QUARANTINE/CONFINEMENT FOR OVER 58% OF THE WORLD POPULATION (AN ESTIMATED OVER 1.2 BILLION PEOPLE IN LOCKDOWN) |
| CLOSURE OF SCHOOLS AND NON-ESSENTIAL SHOPS |
| DECREASE IN DEMAND AND FALL IN TRADE |
| MANUFACTURING/SME OPERATIONS DISRUPTED OR SUSPENDED |
| STOPPING OF IMMIGRATION AND LIMITATIONS ON STAFF MOVEMENT |
| GLOBAL SLOWDOWN |
| RECORD RISE IN UNEMPLOYMENT |
| SOCIAL AND ECONOMIC INSTABILITY |
| ECONOMIC AND FINANCIAL CRISIS |
| GOVERNANCE AND MANAGEMENT CRISIS |
| GROWTH OF E-COMMERCE |

This list is not exhaustive, but it clearly shows that the world is facing an acute health and economic crisis caused by the rapid spread of COVID-19.



4

Chapter IV: **Impact on postal sector and UPU IB support**

Impact on postal sector and UPU IB support

What has this meant for the postal sector?

Posts have had to take measures to adapt their activities, given the severe restrictions imposed by countries around the world.

The following diagram shows the progression of the pandemic (left) and the resulting effects on postal operations (right):

Timeline: COVID-19 development and the postal sector

2020

| | | |
|---|-----------|---|
| <ul style="list-style-type: none"> Suspension of flights to/from China and several countries Global stock markets crash | February | <ul style="list-style-type: none"> Unable to send/receive letter-post, parcel-post or EMS items to/from some countries |
| <ul style="list-style-type: none"> WHO declares COVID-19 a pandemic (11 March 2020) International/domestic flights suspended Restrictions on the movement of people National borders closed | March | <ul style="list-style-type: none"> Situation of force majeure declared by many DOs Processing of international inbound and outbound mail (letter-post, parcel-post and EMS items) suspended worldwide Postal logistics network and international postal services disrupted Delivery standards no longer maintained Closure of some post offices (small villages/rural areas). Post offices operating for reduced hours |
| <ul style="list-style-type: none"> Supply chain disrupted. Increased customs clearance time Quarantine/confinement for >58% of world population Decrease in demand and fall in trade | | <ul style="list-style-type: none"> Changes to post office operations and safety recommendations, revised delivery procedures |
| | April | |
| | May | <ul style="list-style-type: none"> Decrease in quality of service |
| <ul style="list-style-type: none"> Confinement measures being lifted gradually in some countries | June | <ul style="list-style-type: none"> Effort to ensure the delivery of letter post and to resume the delivery of priority items, parcels, daily newspapers and registered letters |
| <ul style="list-style-type: none"> Restrictions on the movement of people relaxed and situation gradually returns to normal in some countries | | <ul style="list-style-type: none"> Resumption remains gradual and delivery times cannot yet be guaranteed |
| | July | |
| | August | <ul style="list-style-type: none"> Mail for destinations to which flights are available accepted in some countries |
| <ul style="list-style-type: none"> Resumption of international and domestic flights in some countries | September | |

Role of Posts during the pandemic

To date, most of 2020 has been an extremely challenging time for Posts, which have been working on the front lines of the global pandemic. This has been a time of resilience and innovation, during which Posts have expanded their social, financial and trade services in order to assist governments.¹¹

Many Posts continued to operate amid restrictions on the movement of people and the closure of international borders. Postal operators have employed creative solutions so as to be able to continue to collect and deliver mail.

In the current context, postal services around the world are being increasingly recognized as essential service providers. Postal workers have been viewed as essential workers, courageously making the rounds during the crisis. The delivery of medicines and medical equipment via the Post has helped vulnerable, sick and isolated individuals.

It is important that postal services worldwide continue to be recognized at national level as an essential service during the recovery phase and beyond, and that they benefit from government support.

Impact of the pandemic on the postal sector

Staff and health and safety

Health and safety of staff and customers

Throughout the pandemic period, Posts have been focused on the health and safety of staff and customers.

Postal operators are emphasizing basic hygiene procedures, including handwashing, use of personal protective equipment (PPE), and social distancing through adapted work schedules in sorting centres and protective barriers and markings in post offices. This message is reinforced regularly through various forms of communication.

For example, Ireland's An Post said that it made hand sanitizer available to staff, along with masks, face shields and gloves as required. Teams were split and start times staggered to minimize the number of staff on site together and the risk of transmission. All non-essential visits to sites were banned and an access request policy was strictly enforced. Protective barriers were installed where necessary and a deep cleaning protocol established for premises and shared vehicles.¹²

The Italian postal operator also introduced a detailed sanitation plan for its entire post office network, as well as vehicles and post offices. Safety equipment was distributed to staff to protect them in their daily work and to ensure that customers could safely enter the country's post offices.

Many post offices have floor markings and posters to help customers stay two metres apart. One postal operator stated that it disinfected entire post offices, processing centres and vehicles.

¹¹ www.upu.int/Postal-social-and-financial-services-during-COVID-19

¹² www.parcelandpostaltechnologyinternational.com/features/coping-with-covid-19-an-post.html

Postal staff illness

Press and Internet publications in March 2020 highlighted that thousands of postal workers had been quarantined since the start of the pandemic, and many had tested positive for COVID-19. Cases of death among postal staff were also reported.¹³

Teleworking and lockdown of postal staff

As early as mid-March 2020, it was evident that Posts were fully committed to slowing the spread of COVID-19 globally and to the need to comply with the safety guidelines and recommendations issued by governments and the World Health Organization.

Many Posts have shown that they are prioritizing the needs of at-risk staff and staff with school-aged children. Teleworking has also been arranged where possible, with only essential staff required to be on site in facilities.

Lack of protective equipment

Many designated operators, not only in developing countries, have indicated a lack of personal protective equipment (face masks, latex gloves, disinfectant and other equipment).

Temporary staff limitations

Some postal operators have reduced staff numbers at postal facilities. Operators have also reduced physical contact, closed post offices with large numbers of customers and created special collection points.¹⁴

Staff pay cuts or redundancies

The benchmark surveys conducted between March and May 2020 by Belgian consultancy E-BISS International among 29 designated operators across Europe and the rest of the globe to gauge the impact of the pandemic on services showed that only a third had placed some staff on paid leave. So far only a few have had to resort to more radical measures such as pay cuts or redundancies.¹⁵

Operational issues

Disruption of postal logistics network and international postal services

Following the WHO declaration of COVID-19 as a pandemic on 11 March 2020, most governments suspended international/domestic flights and introduced restrictions on the movement of people. International borders were closed to prevent the spread of the virus. With the suspension of flights, postal operators lost an integral element of postal logistics.

As a result, many countries announced via the UPU's Emergency Information System (EmIS) the suspension of all international inbound and outbound mail (letter-post, parcel-post and EMS items).

Reduced points of service and post office hours

Many postal operators have responded to the need to slow the spread of COVID-19 by reducing their points of service and opening hours, with some scaling back over-the-counter services to mornings only.

¹³ www.wsws.org/en/articles/2020/06/10/usps-j10.html

¹⁴ postandparcel.info/120238/features/post-features/postal-operators-across-the-globe-make-operational-changes

¹⁵ www.parcelandpostaltechnologyinternational.com/features/postal-services-adapt-to-changing-demands-due-to-covid-19.html

New work practices to limit contact

In some countries, it was decided that face-to-face contact would be limited during delivery. Various countries have changed work practices to limit contact when postal employees receive outgoing packages from customers and when they get signatures upon delivery.

One postal worker explained: “We knock on the door and place parcel/items down on the doorstep and take a step away, when the person comes to the door we tell them the parcel is on the step then ask the name, then we sign it as C V 19, there is to be no personal contact whatsoever.”¹⁶

Some Posts have had to limit the size of items so that they can be handled by a single person. Delivery people have been asked to knock on the door and keep a two-metre distance for home delivery.

Drop in payment and financial services

With fewer post offices open and the projected decrease in postal payments, the amount and volume of transactions will most likely drop in 2020, as the number of new postal accounts also falls. The UPU’s postal payment services already recorded a 4.3% drop at the end of March 2020, compared with the same period in 2019. In countries with a high reliance on migrant remittances, this evolution will most likely be particularly dire.¹⁷

The pandemic has also disrupted financial services, which represent up to 30% of postal revenues for some DOs. Physical distancing rules have hindered the physical delivery of cash from postal employees to beneficiaries.

Decrease in quality of service

Only one out of every two items posted abroad has been successfully delivered since May 2020, a significant drop compared with the previous year. Delivery and customs clearance delays related to the coronavirus restrictions have affected quality of service. In the first half of 2020, post between China and Europe, once flown to its destination, took 12–14 days by mail train.

Increased customs clearance time

Another clear impact of the pandemic has been the increase in customs clearance delays, owing to additional inspections, both on outbound and inbound items. Such a spike generates additional waiting costs for businesses and consumers importing and exporting postal items. The longer delivery times increase the relative cost of waiting for international purchases versus domestic ones.

Table 1 – Disruption in customs clearance procedures

| Supply chain element | Customs clearance time spread |
|----------------------|-------------------------------|
| Parcels outbound | From 1 to 71 hours |
| EMS outbound | From 1 to 29 hours |
| Parcels inbound | From 2 to 64 hours |
| EMS inbound | From 2 to 34 hours |

Source: Integrated Quality Reporting System. Notes: Based on average values of the time stamps for events EMD and EME (EMSEVT).¹⁸

Delivery standards no longer maintained

Given the supply chain disruptions, many designated operators have declared that they are no longer able to maintain quality of service for all categories of mail items (letter-post, parcel-post and EMS items).

In particular, they are no longer able to maintain service standards under the various UPU frameworks – e.g. quality of service link to terminal dues, parcel performance measurement, tracked letter-post performance metrics, and EMS service performance. Many DOs have thus declared a situation of force majeure in relation to such standards. (Suspension of Pay-for-Performance penalties has been unanimously agreed by the EMS Cooperative.)

¹⁶ fullfact.org/health/royal-mail-step-away

¹⁷ www.upu.int/UPU/media/upu/publications/theCovid19CrisisAndThePostalSectorEn.pdf

¹⁸ www.upu.int/UPU/media/upu/publications/CCSA_statistical_perspective_COVID19_impact_report_vol2_31Aug2020.pdf

Business/financial issues

Drop in postal volumes

The international light logistics growth rate calculated by the UPU shows that cross-border exchanges worldwide have dropped by 21% since the outbreak of the crisis for all mail classes (letters, parcels and express).

A global industry that employs more than five million people and grosses billions of dollars in revenues has been upended on a titanic scale.

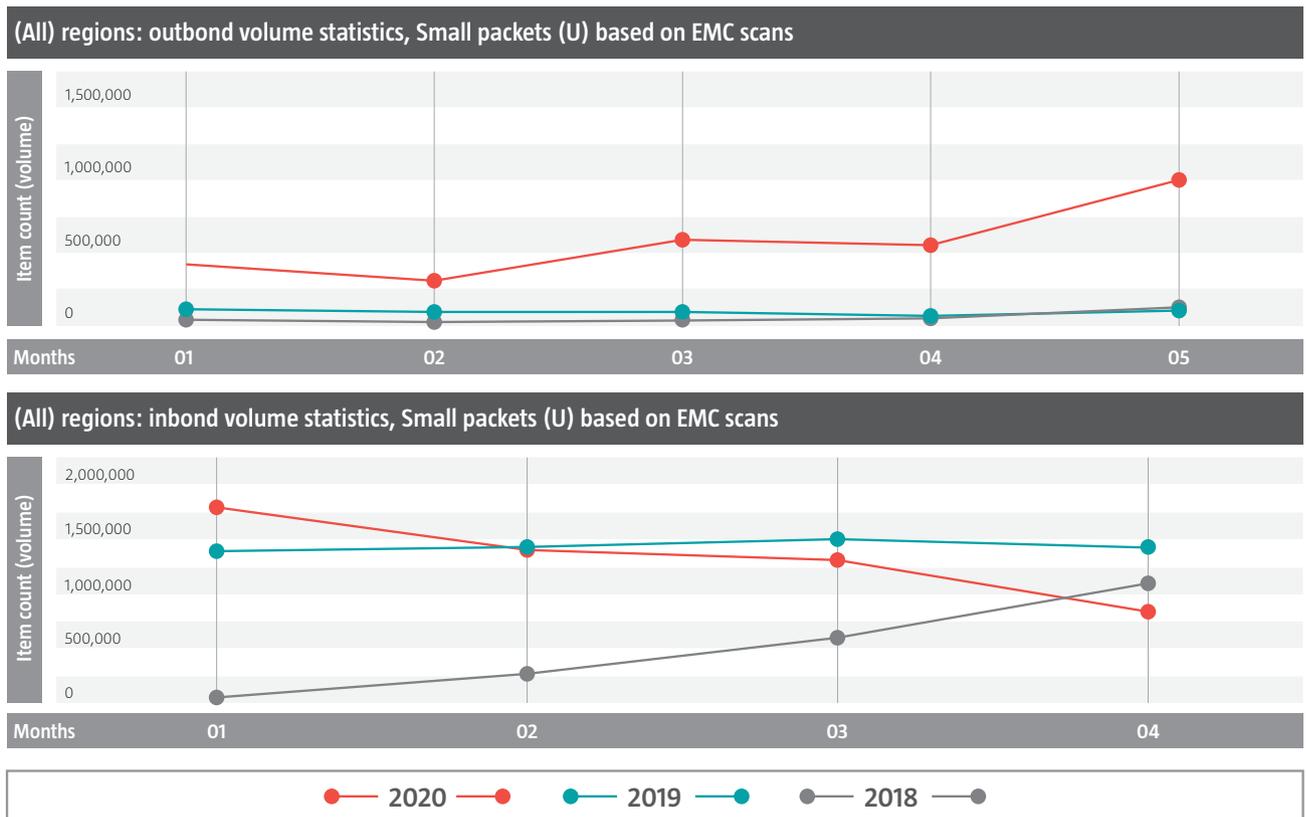
Impact on domestic flows

While the impact of the public health crisis on the international postal market has been mostly negative, the figure for domestic markets is blurred. A data collection exercise carried out by the European Commission in April 2020 contained a request to 31 countries to report how their postal volumes had changed following the COVID-19

outbreak. Among the 22 countries that were able to provide a reply, 11 said that their postal volumes either decreased or remained constant, and 11 declared a marked increase in their postal volumes. While this sample may not necessarily be representative of global trends, it provides a clearly mixed signal on suggestions that domestic postal volumes have been positively impacted by the crisis.

Difficulty for postal dispatches to reach the final country of destination

The UPU International Bureau has analyzed stranded mail spread captures by comparing the 2020 stranded mail ratio to its baseline value in 2019. In the week of 27 April 2020, the spread reached its historical peak (136%), with a subsequent downward trend, dropping to 71% during the week of 4 May 2020. This figure meant that, owing to the COVID-19 crisis, it was 71% more difficult for exports to reach the final country of destination than in normal times.



Decrease in demand for postal services

Businesses tend to use postal services as an intermediate product necessary for their production. Firms' reduced supply of products because of the COVID-19 outbreak logically leads to a reduction in the demand for postal services.

Decrease in revenue for postal companies

Many postal operators had been trying to adapt their business models, shifting their focus from letters to parcels, logistics and financial services. The share of letter post in the total revenues of postal operators thus dropped from 45% in 2008 to 39% in 2018, to the benefit of parcels and logistics, which jumped from 16.3% to 27.2% over the same period.

During the COVID-19 crisis, any operator with a large share of total income stemming from international mail is at risk of seeing a substantial decrease in operational revenues, given the interruptions in the aviation sector and other disruptions in cross-border exchanges.

Financial impact/budget problems

The financial impacts reported by countries have been predominantly negative, owing to the increased costs incurred in putting special measures in place for health and safety, higher than normal sickness levels, and reduced income mainly from business customers.

In the benchmark surveys conducted by Belgian consultancy E-BISS International, around 27% of designated operators that responded were applying for government financial support.

One publication stated that, for a particular industrialized country, the pandemic could decrease the post office's revenue by more than 22 billion USD over the next 18 months and by more than 54 billion USD in the long term.¹⁹

Increase/decrease of e-commerce sales

UPU analysis suggests that e-commerce sales have increased in higher income countries, while stabilizing or even dropping elsewhere.²⁰

UPU IB support in response to COVID-19 pandemic

Since the beginning of the COVID-19 pandemic, the UPU International Bureau, in cooperation with member countries, partners and stakeholders, has undertaken a series of urgent measures to support designated operators during the ongoing crisis and to provide information, along with methodological, technological, organizational and technical cooperation support, to facilitate Posts' daily frontline work and help them prepare for recovery.

One of the biggest challenges facing the postal sector during this period has been to protect postal workers, and at the same time keep the mail moving.

Protection of postal workers

During the COVID-19 crisis, postal workers have been on the front lines of the global pandemic by ensuring regular mail delivery, assisting with the distribution of essential medical supplies and goods, and providing social services. In this connection, the UPU, in cooperation with the United Nations Office for Project Services, has launched a project aimed at providing Posts in least developed countries (LDCs) with much-needed personal protective equipment. Nearly 1.2 million masks have been procured for 36 such Posts.

At the same time, the IB has continued to provide DRM technical assistance to increase disaster preparedness. Since April 2020, several developing countries have applied for this technical assistance to improve their capacity to deal with pandemics.

¹⁹ www.ncpolicywatch.com/2020/04/17/covid-19-pushes-postal-services-finances-to-the-brink

²⁰ www.upu.int/UPU/media/upu/publications/theCovid19CrisisAndThePostalSectorEn.pdf

Monitoring the situation

The IB has set up a special operational continuity unit (OCU) to help deal with the crisis and to coordinate the UPU's actions on operational issues related to the pandemic. The OCU has also been looking for alternatives to help airlift postal dispatches held in the offices of exchange (including up-to-date information on the current availability and status of air cargo carriers, information on border crossing status for road transport, networking with new supply chain partners, and support for the creation of new routes).

EmIS messages

Based on Emergency Information System messages, the International Bureau has created a table listing all operational measures taken by Posts as a result of COVID-19. This information is available to all member countries and allows quick and easy access to data by country.

The IB has been in close contact with UPU member countries and their DOs to provide advice regarding existing restrictions owing to passenger flight cancellations and lack of transport capacity.

Alternative means of transport

The IB has been monitoring the disruptions to the global postal supply chain caused by the COVID-19 pandemic, in order to identify possible ways to mitigate its impact. DOs were invited to reach out to their surface cargo providers and to share any information on available transport capacity. New carriers were also contacted and asked to consider cooperating with Posts.

In this connection, a database consolidating all available alternative transport information was created (on the Quality Control System big data platform) and made available to all member countries. The data includes new solutions using rail, cargo flights and sea routes, as well as information and legal advice on alternative routes. The information-sharing initiatives have resulted in an impressive number of innovations and new methods of transport over land, sea and air.

Cooperation with international organizations

During the crisis period, the UPU has coordinated its activities and cooperated with the International Civil Aviation Organization, International Air Transport Association, World Customs Organization, United Nations Economic Commission for Europe, Organization for Cooperation of Railways, and International Coordinating Council on Trans-Eurasian Transportation in order to keep the mail moving.²¹

The aim of the work with IATA was to explore the possibility of using cargo flights as an alternative, encourage governments to fast-track procedures and relax restrictions to keep air cargo supply lines, and share up-to-date information regarding the current availability and status of air cargo carriers.²²

The aim of the work with the railway organizations was to turn the pilot studies into a viable reality, so as to be able to offer the rail network as an alternative for moving the huge volumes of mail between Asia and Europe.

With the WCO, the aim was to facilitate the sharing of information on the global supply chain and ensure that items move efficiently across borders as many Posts switch to new means of transportation during this time.

21 www.upu.int/UPU/media/upu/publications/Union%20Postale/2020/revueUnionPostale_Summer2020_En_web.pdf

22 www.tact-online.org/covid-19 and www.iata.org/cargo



Chapter V:
Crisis assumptions

Getting ready to restart after the pandemic

Planning has never been a particularly easy task, but the spread of COVID-19 has made it even more difficult.

At this stage of the COVID-19 crisis, strategy leaders should be focused on two immediate challenges: developing restart and recovery plans, and estimating scenarios for postal sector demand for the next 12 to 18 months. But

Develop assumptions to fit the “new normal”

they are also thinking through the long-term changes the pandemic will bring to the postal industry landscape.²³

Given uncertainties concerning the timing, path and ultimate impact of COVID-19 on the postal industry worldwide, various factors

and assumptions have been used to prepare this guide. Likewise, designated operators can use these assumptions in developing their emergency, disaster recovery and business resumption plans.

Public health assumptions

The virus that causes COVID-19 will remain in circulation until a vaccine is developed and widely used.

A vaccine is not likely to be in broad use during the next 6 to 12 months.

During this time, improvements in understanding of the virus and in testing will allow public health officials to act with greater precision when taking steps to slow the rate of infection.

Increases in serious illnesses and health conditions will have an impact on postal employees.

Short-term closures of enterprises, national borders, local regions/areas may occur until a vaccine is widely used.

People over 60 years of age and staff with significant health conditions will continue to be especially vulnerable during this time.

Training and clear communications for staff and customers will continue to be important strategies, with more reliance on social media and websites for news, prevention behaviours, hygiene protocols and updates (handwashing and cough/sneeze etiquette, social distancing, vaccinations, etc.).

Preventive measures including social distancing, protective equipment (face masks, latex gloves, disinfectant, etc.), and frequent cleaning and disinfection of high-touch surfaces, vehicles and post offices will also be needed.

Travel restrictions and border closures are to be expected to varying degrees as the situation progresses.²⁴

²³ www.advisory.com/research/health-care-advisory-board/blogs/at-the-helm/2020/05/post-covid-19-market-assumptions-strategy-health-care

²⁴ www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism

Global economic/trade assumptions

International Monetary Fund projections suggest that this recession will be the most severe global economic downturn since the Great Depression, and that it will be “far worse” than the Great Recession of 2009.²⁵

Projections suggest a deep recession in 2020 and a slow recovery in 2021.

Full recovery in the labour market may take a while, worsening income inequality and increasing poverty.²⁶

World merchandise trade will continue to plummet by between 13% and 32% in 2020.

In 2021, recovery in trade is expected, but will depend on the duration of the outbreak and the effectiveness of the policy responses.

Nearly all regions will suffer double-digit declines in trade volumes in 2020, with exports from North America and Asia hit hardest.

Trade will likely fall steeper in sectors with complex value chains, particularly electronics and automotive products.

Trade in services may be most directly affected by COVID-19 through transport and travel restrictions.²⁷

The recovery path modelled in some analyses shows world GDP is not expected to return to December 2019 levels until the end of Q2 or Q3 2021.

Different countries and territories are expected to experience divergent recovery paths, with their individual trajectories influenced by the interplay between their experience in containing and managing the spread of COVID-19 and the underlying socio-economic characteristics of each country or territory.²⁸

COVID-19 is expected to carry devastating economic costs for developing countries.

In developing countries, demand for food, medical assistance and other essential items may rise, but this will be more than offset by lower demand for non-essential goods such as apparel and various services.

Demand will also fall owing to other factors, such as foreign buyers delaying or withdrawing orders and cancelled tourism. Moreover, declines in the stock market erode peoples’ wealth and their willingness to spend.

For countries with large numbers of overseas workers, remittances will slow down because of layoffs and delayed salary payments in Europe, the Middle East and the United States, where most of these people live and work.

Lower overall domestic consumer demand will have a negative impact on production and employment. The drop in consumer demand may have a lesser effect in manufacturing, where companies could, if they have access to credit, build up stocks of finished goods rather than reduce production and lay off staff. However, the effects on the small-scale services sector are likely to be dramatic.²⁹

25 en.wikipedia.org/wiki/COVID-19_recession

26 blogs.imf.org/2020/06/24/reopening-from-the-great-lockdown-uneven-and-uncertain-recovery

27 www.wto.org/english/news_e/pres20_e/pr855_e.htm

28 home.kpmg/xx/en/home/insights/2020/06/covid-19-and-the-global-economy.html

29 www.ipsnews.net/2020/04/the-economic-impact-of-covid-19-on-developing-countries

Postal development tendency assumptions

The UPU has developed three possible scenarios concerning the future of postal operators. First, and the most pessimistic, is that postal operators will be unable to return to their previous position. Second, the green shoots of recovery will appear, but the postal service will be unable to reverse the downward trend. In the third scenario, normality will return quickly, and we will be able to seize new opportunities and make positive structural changes.

There are no indications that the evolution of the demand for financial services and other postal products will perform differently from the overall demand for services in the real economy. It may therefore be assumed that the demand for financial services and other postal products will move in a pro-cyclical fashion.

In the case of letters, where digital alternatives are more readily available, substitution will accelerate further, accentuating a historical decline.

The demand for parcels is expected to grow because this segment is tied to both productive economic activities and to the demand for physical deliveries, which is boosted by e-commerce.

Letters will continue to be largely replaced by small parcels, and an ever-growing e-commerce market will continue to cater to hundreds of millions of customers around the world.

Support for SMEs will be increasingly necessary because of their need for an affordable and direct means to ship their merchandise and deliver their goods to customers all over the world.

Digitalization and more effective online services will be needed to improve delivery and facilitate recovery for postal operators and businesses.

New business models applied by postal operators during the crisis are expected to be updated and improved in order to become the "new normal".

Digitalization of postal operations, including financial services, is still a challenge in a number of emerging economies. This is usually due to a mix of issues, including the lack of a clear postal financial services policy framework, limited investment in Posts, resistance from the population, and a lack of leadership within Posts to drive a digital transformation process.³⁰

Postal operations assumptions

Postal operators are expected to be obliged to continue to find and use cargo flights or an alternative means of transport, such as trains and ships, for their international exchanges of mail until all flight restrictions are lifted and national borders reopened.

Customs processing delays are expected to continue until the COVID-19 outbreak is over worldwide.

International mail exchanges will gradually resume as travel restrictions are lifted and national borders opened.

Some practices introduced during the COVID-19 outbreak are expected to be kept for a long time so as to limit physical contact, for example, social distancing measures in post offices and new practices for receiving packages from customers and for signature upon delivery.

Remote work for some categories of staff will be maintained until a vaccine is developed and widely used.

Once the situation in countries has improved sufficiently for postal services to fully resume, post offices can be gradually reopened, and opening/operating hours, delivery timetables and the staff complement can return to normal.

Once postal services are able to return to normal, delivery standards and quality of service guarantees will be re-established for all categories of mail items, along with quality-linked remuneration.





Chapter VI:
Overview of planning

Phases

Under normal circumstances, the first phase is the pre-crisis phase, during which an organization prepares for a possible crisis by creating a crisis management plan, assembling a crisis management team, and coming up with strategies to mitigate risk in the case of a crisis. The second phase occurs at mid-crisis, with the organization taking action to respond to a live crisis. The final phase is the post-crisis phase, during which the crisis management team evaluates the effectiveness of their actions and uses what they learn to refine their crisis management plan.³¹

From crisis response to business resumption and renewal

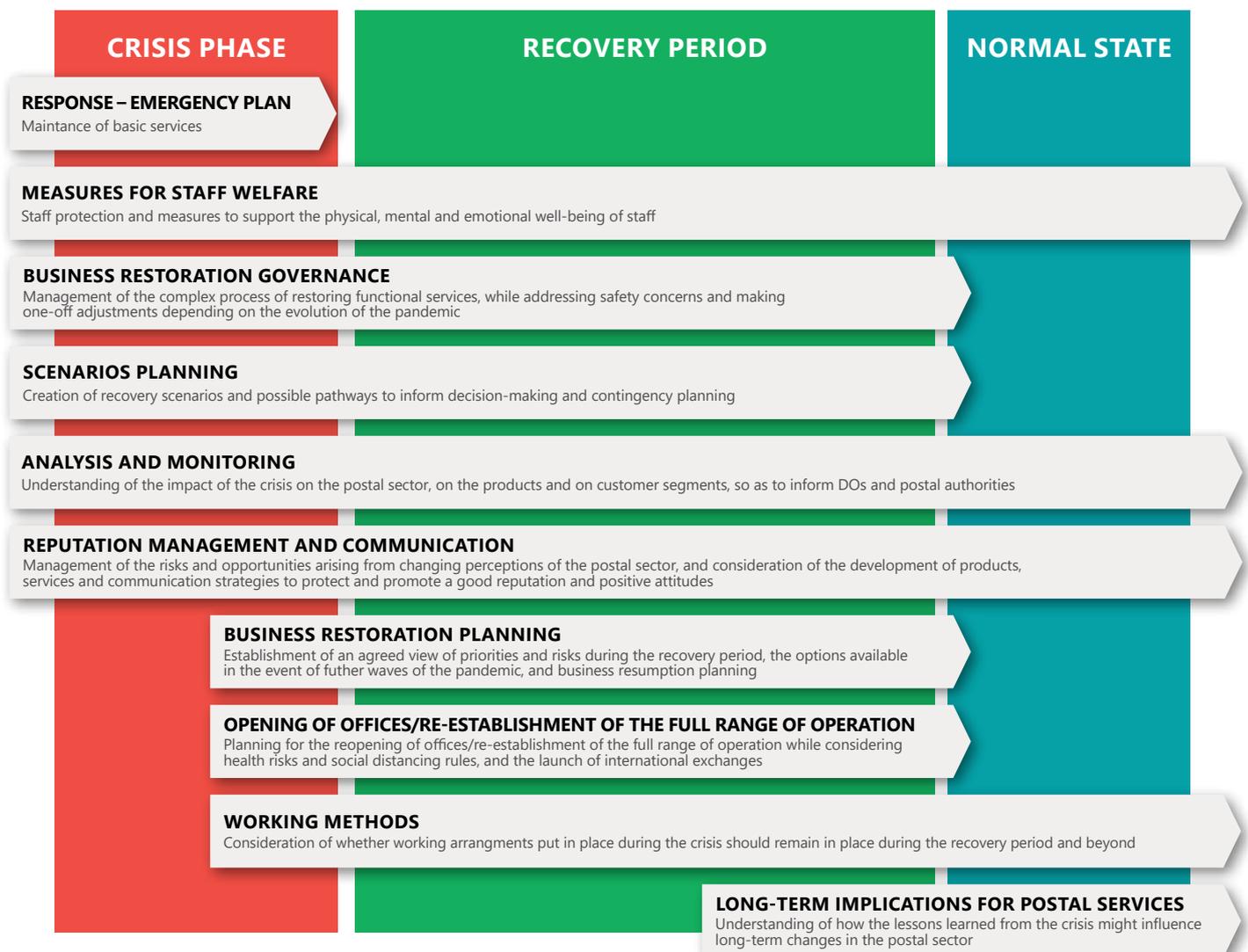
Nevertheless, at this stage of the COVID-19 crisis, strategy leaders should be focused on two immediate challenges: developing restart and recovery plans, and estimating scenarios for postal sector demand for the next 12 to 18 months. They are also thinking

through the long-term changes the pandemic will bring to the postal industry landscape.³²

For this pandemic, three phases can thus be distinguished: crisis phase, recovery period, "normal" state. The different actions postal authorities can take in each phase are shown below:

Overview of recovery period planning

From a response to the crisis towards business resumption and renewal of the postal sector



31 www.synthesio.com/faq-items/what-are-the-three-phases-of-crisis-management

32 www.advisory.com/research/health-care-advisory-board/blogs/at-the-helm/2020/05/post-covid-19-market-assumptions-strategy-health-care

Response – Emergency plan

At the beginning of the crisis, it will be necessary to create a crisis management team and implement contingency and emergency plans, in order to protect staff and customers and maintain basic services if possible.

Measures for staff welfare

Measures to protect staff and support their physical, mental and emotional well-being should be undertaken from the beginning and remain in place until the situation returns to normal and all restrictions are lifted.

Business restoration governance

These actions aim to ensure management of the complex process of restoring functional services, while addressing safety concerns and making one-off adjustments depending on the evolution of the pandemic.

Scenario planning

These activities encompass the creation of recovery scenarios and possible trajectories to inform decision making and contingency planning. This is a time for resilience and innovation, with Posts expanding their social, financial and trade services in order to assist governments.

Analysis and monitoring

It is necessary to analyze the impact of the crisis on the postal sector, on products and on customer segments. This analysis and monitoring should start at the beginning of the crisis and continue until the situation returns to normal and the restrictions are lifted.

Reputation management and communication

This involves managing the risks and opportunities arising from changing perceptions of the postal sector, and considering the development of products, services and communication strategies to protect and promote a good reputation and positive attitudes. These activities should start at the beginning of the crisis and continue until the situation returns to normal and the restrictions are lifted.

Business restoration planning

It is necessary to establish the priorities and risks during the recovery period, as well as the options available in the event of further waves of the pandemic. These actions also involve business resumption planning and should start in the middle of the crisis phase and continue until the situation returns to normal and the restrictions are lifted.

Opening of offices/ re-establishment of the full range of operations

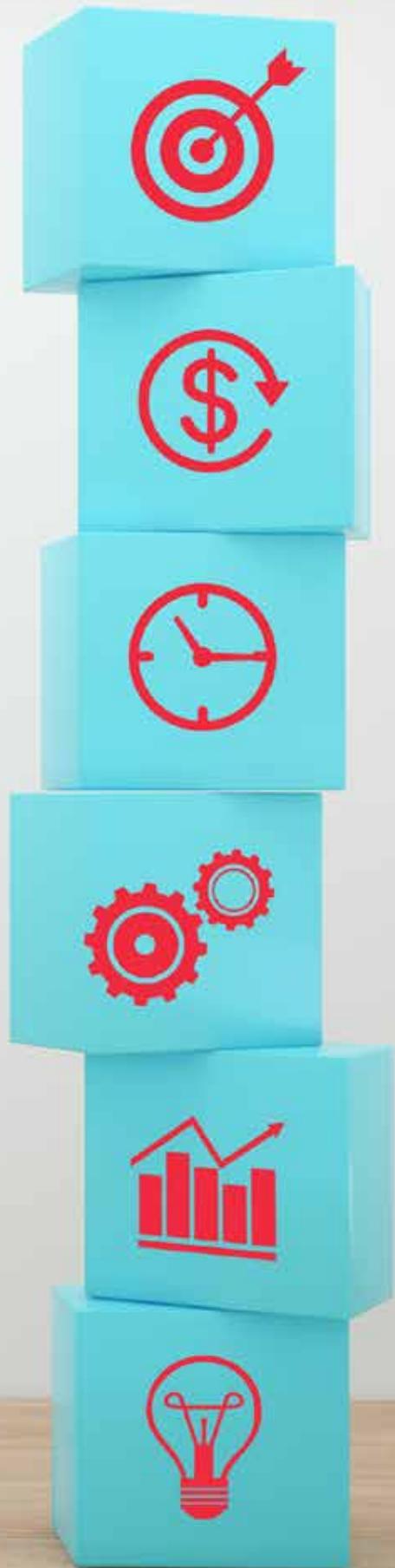
Planning for the reopening of offices/re-establishment of the full range of operations, including the launch of international exchanges, should take into consideration health risks and social distancing rules.

Working methods

Here it should be considered whether working arrangements put in place during the crisis should remain in place during the recovery period and beyond. It is vital to continue to innovate. As mentioned, digitalization and more effective online services are not just new ways to improve delivery, they are a powerful statement of the postal industry's commitment to embrace change.

Long-term implications for postal services

The purpose is to understand how the lessons learned from the crisis might influence long-term changes in the postal sector.





Chapter VII:
Promoting recovery

Key considerations

Key considerations for the emergency, recovery and business resumption plans are as follows:

Key considerations in planning for the future

Once an organization has decided which elements of the business are critical and the consequences of the potential loss of these elements, it can develop plans to work around these situations. The organization should decide on its strategy — determine what its goals are for recovery or continuance of the business, and what must be done in the short versus long term.

Emergency plan

RESPOND

(keep the business running)

Recovery plan

RECOVER

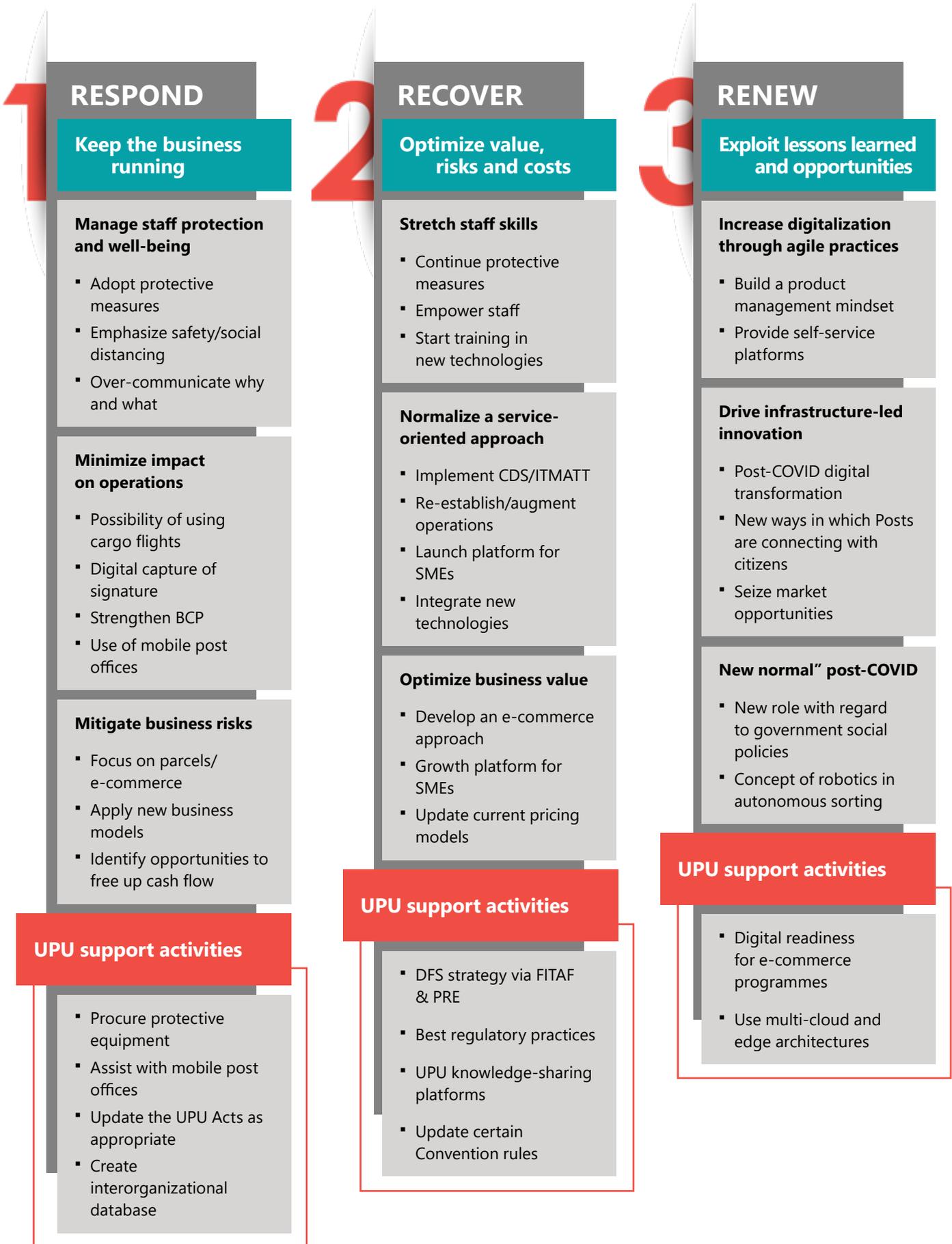
(optimize value, risks and costs)

Business resumption plan

RENEW

(exploit lessons learned and opportunities)

Here are some examples of business continuity goals and measures for each phase:



For pandemic planning, it is a good idea to choose flexible solutions that cover a wide range of events, as the true impact of the pandemic will not be known until it happens. Since the pandemic will arrive in waves, it may also be necessary to envisage different solutions to be applied as the situation evolves.³³

Financial implications

It is important to point out that the pandemic emergency response can generate certain expenses, including:³⁴

- Overtime to cover for an employee in quarantine
- Screening of essential employees reporting for duty
- Cost of installing a permanent physical barrier between employees and public
- Training
- Health and safety measures
- Personal protective equipment
- Communication of general health and safety information
- Sanitizing/disinfecting/decontaminating of facilities (time, equipment, supplies)
- IT supplies and tools for telework
- Implementation of new methods and equipment for contactless delivery
- New, alternative means of transport
- Extra security/law enforcement

Of course, activities implemented under business recovery and business resumption plans will also generate costs. These costs can be steep, given the resources needed for the digitalization of postal operations, new IT solutions, delivery innovations, etc. Therefore, every postal operator needs to carefully plan its budget and activities based on its unique risk analysis and requirements – not a cookie-cutter plan.

It is recommended that countries take advantage of the existing UPU assistance mechanisms during the implementation of their recovery, business continuity or business resumption plans.

The UPU has the following support schemes:

Emergency and Solidarity Fund

The Emergency and Solidarity Fund (ESF) is an emergency assistance mechanism. In relation to COVID-19, the International Bureau's Development and Cooperation Directorate (DCDEV) has already formulated a project to provide personal protective equipment for least developed countries.

QSF–ESF collaboration fund

This fund was established in order to utilize Quality of Service Fund (QSF) resources for disaster assistance. One country has made a valuable contribution from its available funds for COVID-19 relief.

Disaster Resilience Fund

The Disaster Resilience Fund (DRF) is an assistance mechanism to support a disaster-resistant postal network. Whereas the ESF is geared towards post-disaster recovery, the DRF is for pre-disaster preparedness.

Although Japan is currently the only donor, other countries/organizations can contribute. In the context of this pandemic, the Development and Cooperation Directorate informed member countries that the DRF was available. The DCDEV has already received several applications under the fund in relation to COVID-19.

Technical cooperation budget

In cases of urgent need, the IB can decide to use the technical cooperation budget along with countries' voluntary contributions, for example, for personal protective equipment procurement.

During the COVID-19 pandemic, masks have been provided for least developed countries largely through funds from the UPU's development cooperation budget, as well as special contributions from China (People's Rep.), France, Japan and Switzerland.

In addition, assistance for developing countries under business resumption projects (training, consultancy missions and equipment procurement) can also be financed from the technical cooperation budget.

33 www.ccohs.ca/publications/PDF/businesscontinuity.pdf

34 wmich.edu/covid-19/fema-reimbursement

8

Chapter VIII: **Emergency plan development**

Principles to take into account

Ensure postal staff safety and keep the business running

Speed, scale and equity are the guiding principles during this first acute period of the pandemic event.³⁵

When it comes time to write a plan, the thinking is sometimes that the bigger the document, the better. On the contrary, plans need to concisely set out the threats, the risks and the actions.³⁶

Remember: Postal staff safety and protection should be a first priority during the pandemic.

The 10 key points to consider for the preparation of a successful emergency/ contingency plan are the following:³⁷

- 1 Coordinate your response:** Consider setting up a dedicated team reporting to senior management to take responsibility for assessing and managing the potential impact of the crisis (and the measures put in place by government and authorities to deal with it).
- 2 Manage the impact on the workforce:** Employers will need to comply with health and safety duties and broader duties of care and good faith owed to workers.
- 3 Manage contractual risks:** Evaluate the potential implications for your customer and supply chain contracts. Review how the crisis will affect your ability to meet your contractual obligations (either directly or because of issues in your supply chain). Assess what rights you might have if your counterparty is unable to perform.

- 4 Manage financial arrangements:** Payer and payee may need to review finance documentation and related arrangements to assess potential consequences and contingency measures.
- 5 Consider insolvency risks:** Consider your financial position and that of any contractual counterparties.
- 6 Maintain appropriate data and documents:** Ensure compliance with relevant data protection legislation. In the EU, health-related data is subject to enhanced protection under the General Data Protection Regulation as “special category data”.
- 7 Consider potential insurance claims:** Consider whether the consequences of any business interruption can be claimed under existing insurance policies, and discuss with brokers any need for cover on specific new exposures.
- 8 Manage wider operational risk:** Consider wider operational impacts; disruption of supply chain; wider logistics (and costs) of halting “business as usual”; inability to hold or attend physical meetings and events; minimum staffing levels required to maintain operations; IT disruption; attendance at site visits, tests and inspections; attendance at time-critical events; inability to obtain signatures, etc.
- 9 Consider impact on potential mergers and acquisitions (M&A) transactions:** Businesses looking at entering into M&A transactions with targets that may have trading links with affected areas or sectors may wish to consider delaying or taking steps to protect themselves, for example, via bespoke due diligence, conditions, termination rights, pre-completion undertakings, warranties or indemnities.
- 10 Stay up to date on your rights and obligations:** Ensure that the team leading the response keeps up to date with the evolving situation.

35 www.who.int/docs/default-source/coronaviruse/covid-strategy-update-14april2020.pdf?sfvrsn=29da3ba0_19

36 www.facilitiesnet.com/emergencypreparedness/article/5-Steps-To-Emergency-Preparedness-For-Any-Disaster--17186

37 www.allenoverly.com/en-gb/global/news-and-insights/publications/covid-19-novel-coronavirus-10-key-points-for-effective-contingency-planning

Sample emergency plan tasks and activities

In the light of the information provided above on the COVID-19 background, the impact on postal services, and the related assumptions, the purpose of this section is to present the tasks and activities that could make up an emergency plan for postal services, with a view to protecting staff and customers and maintaining basic services if possible. An emergency plan has the following goals:

Manage staff/customer protection and prevent the spread of the pandemic

Contribute fully and appropriately in coordinated country emergency management response

Minimize the impact on all services and products and mitigate effects of operational disruptions

Mitigate business risks

The possible responses, tasks and activities that might make up the emergency plan are summarized below, in outline form. The “six steps” methodology presented in chapter 2 of this guide, or another methodology, can be used to draw up the emergency plan. The detailed operational plans at the end of this guide can be used as a template (Annexes 1.1 to 1.10). The emergency plan can be composed of the three parts shown below, to take into account various stages of the pandemic.³⁸

³⁸ The examples provided are based on the information presented in the pandemic emergency checklists published in the UPU Disaster Risk Management Guide – Update 2020 (www.upu.int/en/Postal-Solutions/Capacity-Building/Development-Cooperation/Disaster-Risk-Management), as well as the Pandemic Threat Annex template found at content.acsa.org/i/1220799-sdcoe-pandemic-threat-template-covid-19/0

PHASE 1a

EMERGENCY/CONTINGENCY PLANNING

(before new virus cases are present or spreading in the community, or before pandemic situation officially declared)

some weeks
prior to
the event

TRIGGERING CRITERIA: Plans to meet the following objectives should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

OBJECTIVES: Postal authorities, the postal central office and field offices should be prepared to slow the spread of the pandemic, prevent or diminish the impact of supply chain disruption, and implement the necessary changes in work practices and operations

GENERAL ISSUES

1a.1 Management issues

- 1a.1.1 Create, renew the enterprise risk management unit
- 1a.1.2 Continue to monitor pandemic alerts (WHO, national agencies) and media reports
- 1a.1.3 Prepare, review and update comprehensive DO emergency plans/contingency plans, including measures to ensure the continuity of postal services during the pandemic
- 1a.1.4 Create a crisis management team
- 1a.1.5 Develop a plan to communicate with all stakeholders (electronic documents with names, mobile phone numbers, e-mail, banking references, etc.)
- 1a.1.6 Over-communicate with staff and customers why and what
- 1a.1.7 If necessary, ask for UPU support and training aimed at the creation/revision of BCP (DRM@upu.int)

STAFF PROTECTION

1a.2 Safety measures

- 1a.2.1 Adopt protective measures recommended by WHO, national agencies (public health authorities, etc.)
- 1a.2.2 Exclude staff who have a recent travel history (e.g. in the last 14 days, in accordance with the protocol established by government authorities and national health agencies)
- 1a.2.3 Exclude (quarantine) those who have been in close contact with someone diagnosed with the virus for 14 days from the day of their last exposure
- 1a.2.4 Send staff who present with fever and/or respiratory infection symptoms home immediately
- 1a.2.5 Contact public health services immediately if you notice any concerning clusters of respiratory disease or spikes in absenteeism

- 1a.2.6 Encourage all staff to take everyday preventive actions:
 - Stay home when sick
 - Seek immediate medical care if symptoms become more severe
 - Use surgical masks
 - Keep social distancing
 - Wash hands frequently
 - Cover cough with a tissue or sleeve
- 1a.2.7 Prepare/check protective material stock
- 1a.2.8 Prepare the introduction of specific cleaning and disinfection protocols
- 1a.2.9 Prepare/disseminate and display posters encouraging preventive actions
- 1a.2.10 Start the preparation of post office signage and markings for social distancing, etc.

OPERATIONAL ISSUES

1a.3 Prepare changes to work practices

- 1a.3.1 Monitor the situation in relation to the international postal network

PHASE

EMERGENCY/CONTINGENCY PLANNING

(before new virus cases are present or spreading in the community, or before pandemic situation officially declared)

some weeks
prior to
the event

- 1a.3.2 Inform the IB concerning all changes related to services and the postal supply chain (during the first 12 hours) via the Emergency Information System

- 1a.3.3 Adopt protective measures recommended by WHO, national agencies (public health authorities)

- 1a.3.4 Coordinate measures with all partner organizations and stakeholders to ensure consistent services/practices and minimize impact on operations

- 1a.3.5 Prepare or update lists of all key stakeholders

- 1a.3.6 Review alternatives for transport of international mail

- 1a.3.7 Consult, via the Quality Control System, the UPU list of operational measures to undertake in case of pandemic

- 1a.3.8 Check and maintain IT systems and tools, preparing for the possibility of telework

UPU SUPPORT ACTIVITIES

1a.4 Business continuity planning training, monitoring of the situation

- 1a.4.1 Monitor the situation in relation to the international postal network

- 1a.4.2 Check and maintain all UPU databases and information-sharing tools related to alternative transport and other operational information that might be needed during the pandemic

- 1a.4.3 Prepare support and training aimed at the creation/revision of BCP. The IB can finance up to 100,000 CHF in projects that increase disaster preparedness in DCs. The following types of projects are eligible:
 - Development of BCP
 - DRM training
 - Equipment and materials (e.g. personal protective equipment, satellite phones, generators)(For further information, e-mail DRM@upu.int)

- 1a.4.4 Reach out to related international organizations (partners) to discuss and prevent supply chain disruptions

PHASE 1b

EMERGENCY/CONTINGENCY PLANNING

(new virus cases widespread in the community and actions to stop the spread of the virus taken by the government and/or pandemic situation officially declared, force majeure situation announced by DOs)

when the event starts – first 48 hours

TRIGGERING CRITERIA: Plans to meet the following objectives should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

OBJECTIVES: Postal authorities, postal central office and field offices should take immediate steps to protect postal staff/customers, prevent the spread of the virus, minimize the impact on operations and mitigate business risks

GENERAL ISSUES/ MANAGEMENT

1b.1 Crisis management

- 1b.1.1 Prepare and launch the work of the ERM unit (business continuity management and crisis management units)
- 1b.1.2 Ensure that employees have a clear understanding of their roles and responsibilities, in particular for business continuity management and crisis management
- 1b.1.3 Continue to monitor pandemic alerts (WHO, national agencies) and media reports
- 1b.1.4 Review and update, if necessary, the succession plan and specific delegation arrangements for the continuity of leadership in the event of the absence of key decision makers and executives
- 1b.1.5 Identify critical staff and their deputies based on the business impact analysis results

1b.1.6 Identify and train backup staff for critical activities to ensure business continuity

1b.1.7 Take action via crisis management team to inform employees, partners and stakeholders about new operational and working procedures

1b.1.8 Check and validate employee and stakeholder contact information to be used for updates and consider the adoption of a mass notification system covering different channels (e.g. SMS, e-mail, mobile, voice, apps)

1b.1.9 Implement telework for central office operations (inform field offices and external stakeholders as required)

STAFF PROTECTION

1b.2 Safety measures

1b.2.1 Apply social distancing arrangements, providing for telework and alternative work sites, limiting visitors in the workplace, and

postponing or cancelling large meetings and events

1b.2.2 Encourage sick employees to stay home

1b.2.3 Develop a set of instructions for all staff (central office and field offices) on the proper handwashing and hygiene procedures. Utilize multiple channels to communicate the message including visual aids (posters, videos, e-mail)

1b.2.4 Apply office disinfection protocols (disinfectants, application methods and personal protective equipment) following a confirmed positive case among the staff. Elevated hygiene protocols may be required in order to slow the spread of the disease, e.g.:

- Keep common surface areas and items clean
- Maintain a sufficient supply of cleaning and disinfectant agents, personal protective equipment, towels, soap and hand sanitizers

PHASE 1b

EMERGENCY/CONTINGENCY PLANNING

(new virus cases widespread in the community and actions to stop the spread of the virus taken by the government and/or pandemic situation officially declared, force majeure situation announced by DOs)

when the event starts – first 48 hours

- Ensure housekeeping personnel are appropriately trained on cleaning and disinfection methods and adequately supervised
- Educate employees on smart health habits such as handwashing, cough hygiene and staying home when sick

- 1b.2.5 Set up tele/video-conferencing services and increase capacity for remote access to the IT network
- 1b.2.6 Instruct field office staff to follow pandemic alerts and instructions from local authorities and monitor media reports
- 1b.2.7 Set up a communication channel for employees to report their status and to make inquiries
- 1b.2.8 For field offices, identify critical staff and train backup staff for critical activities in anticipation of absenteeism owing to illness
- 1b.2.9 Limit staff in postal facilities, close some post offices if necessary
- 1b.2.10 Provide postal workers with personal protective equipment

BUSINESS CONTINUITY

1b.3 First actions

- 1b.3.1 Inform the IB via EmlS regarding changes to the service offering and disruption of the postal

supply chain (within the first 12 hours)

- 1b.3.2 For urgent matters of an operational or technical nature, contact the IB by e-mail at urgent@upu.int or ptc.support@upu.int
- 1b.3.3 Monitor EmlS messages to determine which countries have suspended or restricted mail services
- 1b.3.4 Consider the activation of the business continuity plan
- 1b.3.5 Decide on changes to be applied to work practices (delivery options, post office opening hours, revised working hours, revised service offering, etc.); prepare necessary information for field offices and customers
- 1b.3.6 Consult the UPU list of operational measures to undertake in case of pandemic

UPU SUPPORT ACTIVITIES

1b.4 UPU IB activities

- 1b.4.1 Create operational continuity unit within the IB. The cross-functional team should meet daily to coordinate the UPU's actions on operational issues related to the pandemic
- 1b.4.2 Prepare and send to countries information concerning the continuity of operational activities between countries, as well as information concerning contact persons at the IB

1b.4.3 Publish EmlS messages concerning country disruptions and response measures

1b.4.4 Update tool consolidating transport solutions by rail and air freight within Quality Control System

1b.4.5 Coordinate with WCO regarding customs-related measures (for support and inquiries relating to the UPU/WCO response to the pandemic, contact the IB Supply Chain Management Programme (customs@upu.int), or the person responsible within the WCO Procedures and Facilitation Sub-Directorate (contact information to be announced by the IB))

1b.4.6 Start daily coordination with IATA, customs administrations and DOs in order to facilitate flow of mail within the global postal supply chain

1b.4.7 Publish information on innovations and new methods of transport for moving mail between countries (land, sea, air, rail)

1b.4.8 Prepare and coordinate urgent assistance projects to send essential personal protective equipment such as masks, gloves and hand sanitizer to least developed countries – any UPU assistance with procurement of protective materials should include advice on safe disposal

PHASE 1c

EMERGENCY/CONTINGENCY PLANNING (ongoing pandemic situation, limitations and restrictions not lifted)

following first
48 hours of the
event; duration
1 to 4 months

TRIGGERING CRITERIA: Pandemic alert continues (WHO, national agencies, public health authorities, etc.), along with restrictions on the movement of people, confinement, suspension of international/domestic flights, closing of national borders, etc.

OBJECTIVES: Postal authorities, postal central office and field offices should continue to take steps to protect postal staff/customers, prevent the spread of the virus, minimize the impact on operations, and mitigate business risks

GENERAL ISSUES/ MANAGEMENT

1c.1 Continue crisis management

- 1c.1.1 Monitor pandemic alerts (WHO, national agencies) and media reports
- 1c.1.2 Establish communication with field office staff. Cellular network and telephone landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available
- 1c.1.3 Ensure details of the pandemic response are being recorded. Ensure that situational report updates are provided on a regular basis
- 1c.1.4 Review employee management policies pertaining to leaves of absence, absenteeism, sick leave, overseas travel, workplace closures, and recall of non-critical employees and their families from affected countries. In particular, review and incorporate the remote working policy and arrangements

- 1c.1.5 Continue to use tele/videoconferencing services and try to increase capacity for remote access to the IT network
- 1c.1.6 Maintain employee and stakeholder contacts to be used for updates and evaluate the adoption of a mass notification system covering different channels (e.g. SMS, e-mail, mobile, voice, apps)
- 1c.1.7 Implement an emergency communications plan and revise it periodically. Include key contacts (primary and alternate) within the organization, as well as supplier and customer contacts, and processes for tracking and reporting business and employee status
- 1c.1.8 Activate business continuity plan
- 1c.1.9 Strengthen BCP skills: ask for UPU support and training aimed at the creation/revision of BCP (DRM@upu.int). Reference: UPU Disaster Risk Management Guide – Update 2020 (pandemic emergency checklist)

STAFF PROTECTION AND PROTECTIVE EQUIPMENT

1c.2 Continue safety measures

- 1c.2.1 Continue to apply social distancing arrangements, including telework and alternative sites
- 1c.2.2 Encourage sick employees to stay home
- 1c.2.3 Apply office disinfection protocols (disinfectants, application methods and personal protective equipment) following a confirmed positive case among staff. Elevated hygiene protocols may be required in order to slow the spread of the disease, e.g.:
 - Keep common surface areas and items clean
 - Maintain a sufficient supply of cleaning and disinfectant agents, personal protective equipment, towels, soap and hand sanitizers

PHASE 1c

EMERGENCY/CONTINGENCY PLANNING (ongoing pandemic situation, limitations and restrictions not lifted)

following first
48 hours of the
event; duration
1 to 4 months

- Ensure housekeeping personnel are appropriately trained on cleaning and disinfection methods and adequately supervised
- Educate employees on smart health habits such as handwashing, cough hygiene and staying home while sick

1c.2.4 Continue to provide instructions to all staff (central office and field office) concerning the proper handwashing and hygiene procedures. Utilize multiple channels to communicate the message including visual aids (posters, videos, e-mail)

1c.2.5 Maintain stock of soap and hand sanitizer and consider increased cleaning/disinfection protocols in the central office and field offices

1c.2.6 Provide all post office and delivery staff with the necessary quantity of protective equipment (masks, gloves, sanitizers) – If DOs (in LDCs and some DCs) have difficulty procuring the necessary supplies, additional equipment can be purchased and delivered through UPU technical assistance (contact the UPU Development and Cooperation Directorate procurement unit)

1c.2.7 Implement guidelines regarding contact among employees and between employees and customers (handshaking, seating in meetings, office layout, shared workstations, interactions during acceptance and delivery of mail)

OPERATIONAL ISSUES – DOMESTIC SERVICES

1c.3 Update work practices

1c.3.1 Continue telework for central office operations (inform field offices and external stakeholders as required)

1c.3.2 Make necessary changes to work practices and inform customers concerning adjustments to post office opening hours, new rules for delivery services and temporary closures

1c.3.3 Install barriers on postal counters and floor markings in post offices for social distancing, as well as signage to limit number of customers

1c.3.4 Consider the implementation of mobile post offices to ensure access to services for small villages and rural and underserved areas

1c.3.5 Adapt work practices to limit contact when postal employees receive outgoing packages from customers and for signature upon delivery

1c.3.6 Continue to use posters and flyers in post offices to disseminate information on preventing the spread of the virus, including, if necessary, reminders on the use of masks

1c.3.7 Extend the use of digital postal services, parcel lockers and electronic signatures

1c.3.8 Diversify services and introduce new social services in coordination with government

OPERATIONAL ISSUES – INTERNATIONAL SERVICES

1c.4 Mitigate the disruption to the global postal supply chain

1c.4.1 Consult the UPU list of operational measures to undertake in case of pandemic

1c.4.2 Inform the IB via EmlS regarding changes to the service offering and disruption of the postal supply chain (within the first 12 hours)

1c.4.3 For urgent matters of an operational or technical nature, contact the IB by e-mail at urgent@upu.int or ptc.support@upu.int

1c.4.4 Monitor EmlS messages to determine which countries have suspended or restricted mail services

PHASE 1c

EMERGENCY/CONTINGENCY PLANNING (ongoing pandemic situation, limitations and restrictions not lifted)

following first
48 hours of the
event; duration
1 to 4 months

1c.4.5 Study and monitor the possibility of using cargo flights or alternative means of transport (railways, ships)

1c.4.6 Consult the UPU tool consolidating transport solutions by rail and air freight, available via the Quality Control System big data platform (qcsmailbd.ptc.post)

1c.5 Customs issues related to the need to reroute postal traffic

1c.5.1 Consult the section on the WCO website aimed at assisting supply chain stakeholders with customs issues in relation to the pandemic outbreak: www.wcoomd.org/en/topics/facilitation/activities-and-programmes/natural-disaster/coronavirus.aspx

1c.5.2 For support and inquiries relating to the UPU/WCO response to the pandemic, contact the IB Supply Chain Management Programme (customs@upu.int), or the person responsible within the WCO Procedures and Facilitation Sub-Directorate (contact information to be announced by the IB)

BUSINESS AND FINANCE ISSUES

1c.6 Ensure financing, boost profits

1c.6.1 Analysis of financial scenarios: review impact on revenue, applicable insurance policies, etc.

1c.6.2 Identify opportunities to free up cash flow

1c.6.3 Maintain regular conversations with creditor bank to make bank aware of the BCP so as to secure more flexible loan arrangements

1c.6.4 Ask government to take into account postal sector in investment plans designed to boost the economy (e.g. investments in postal built infrastructure, vehicles and digital technology)

1c.6.5 Consider new business models and diversification of postal services to meet customer needs, with a focus on parcels/e-commerce

1c.6.6 Keep customers and partners informed about current business status

UPU SUPPORT ACTIVITIES

1c.7 Daily coordination on operational issues

1c.7.1 IB OCU to ensure daily coordination of UPU actions on operational issues related to the pandemic

1c.7.2 Publish EmIS messages and maintain related database

1c.7.3 Maintain the reporting tool consolidating transport solutions by rail and air freight within Quality Control System

1c.7.4 Ask WCO to accept postal shipments accompanied by any legitimate UPU documentation (e.g. CN 37 for surface mail, CN 38 for airmail or CN 41 for surface airlifted mail)

1c.7.5 Coordinate with IATA, customs administrations and DOs in order to facilitate flow of mail within the global postal supply chain

1c.7.6 Update information on innovations and new methods of transport (land, sea, air, rail) for moving mail between countries

1c.7.7 Continue to coordinate urgent assistance projects to send essential personal protective equipment such as masks, gloves and hand sanitizer to least developed countries – any UPU assistance with procurement of protective materials should include advice on safe disposal

Equipment and supplies

In case of a pandemic, in addition to a copy of the emergency/contingency plan and basic safety equipment such as fire extinguishers, flashlights, water, blankets and first aid kits (see the UPU Disaster Risk Management Guide), it is wise to have inventories of:



These supplies help protect local staff and enable them to perform basic cleaning, provided that it is safe to do so. Check stocks monthly for loss or spoilage and to ensure availability.

Communicating the plan

Make sure that staff know that there is a plan, how it relates to them and where to find a copy. The plan could include information on immediate actions should an urgent pandemic alert happen outside working hours.





Chapter IX:
**Recovery plan
development**

Elements to take into account

A pandemic recovery plan is a structured approach describing how an organization can quickly resume work after a pandemic event that has affected their ability to operate normally.

Getting back on track

Recovery begins at the onset of the emergency and continues until the postal operator has fully resumed normal operations and all aspects of the emergency response have ended.³⁹

The recovery plan contains the activities to support recovery and to help the organization resume critical business activities after a crisis has occurred. It also includes basic time frames.

Planning for recovery before an event occurs can help make the transition as easy and seamless as possible for all parties involved. The aim is to shorten the recovery time and minimize losses.

In its recovery plan, a postal operator could include:

- strategies to resume its business activities as quickly as possible
- a description of key resources, equipment and staff required to resume operations
- target time frames
- a checklist for use after the crisis has passed and it is safe to optimize the business profile and commercial value

Postal sector pandemic response – Recovery actions around the world

From the beginning of the pandemic, the main focus of the UPU and DOs has been to ensure that mail – not only letters, but also medicine, medical equipment and other essential goods – could keep moving despite the supply chain disruptions and worldwide crisis. Almost every postal operator has been able to adapt its business model – an incredible accomplishment.

In a world first, mail-only trains from China have been put into operation, thus helping to clear the huge backlog of mail destined for Europe and provide medical supplies. At the same time, several Nordic Posts have started sea transport operations.

Effective partnerships became vital for Posts seeking to diversify into the provision of new social services in the first weeks of the pandemic. The Costa Rican Post joined forces with car rental companies to deliver medicine, Vietnam Post used its mapping expertise to help the government keep track of COVID-19 infections, and Azerpost delivered food for charities.⁴⁰

La Poste (France) and postal operators in many other countries have played a vital role in supporting the general public, especially more vulnerable populations and those living in remote regions. For example, the French Post quickly mobilized its resources to help deliver spare school computer equipment to children in need during pandemic confinement. It also delivered paper copies of homework to support students without access to the Internet.⁴¹

Australia Post partnered with the Pharmacy Guild of Australia to develop a medicine home delivery service, helping vulnerable people to isolate at home.⁴²

39 www.business.qld.gov.au/running-business/protecting-business/risk-management/recovery-plan/time-frame

40 spark.adobe.com/page/ZwPVKfOwas7VT

41 www.upu.int/en/News/2020/5/La-Poste-supports-distance-education-during-COVID-19

42 www.upu.int/en/News/2020/5/Australia-Post-delivering-much-needed-medicines-and-more

Some postal operators have launched new services geared towards helping customers maintain a social distance while accessing postal services.⁴³ Morocco Post's Al-Barid Bank was able to adapt quickly to customer needs in this unprecedented time of restricted movement through the increased provision of digital financial services.⁴⁴

Recognizing postal operators' dynamic response to the developing health and economic crisis, the UPU set up a platform to showcase these real-life examples of social, financial, business and trade innovations.⁴⁵

Sample recovery plan tasks and activities

In the light of the information provided above on the COVID-19 background, the impact on postal services and the related assumptions, the purpose of this section is to present an example of the tasks and activities making up a pandemic recovery plan. A recovery plan has the following goals:

Maximize the physical and emotional safety of staff

Resume operations as quickly as possible following disruptions, through a service-oriented approach

Optimize business profile and value

Develop cooperation and partnerships in order to introduce new services and increase the Post's turnover and profits

The possible responses, tasks and activities that might make up the pandemic recovery plan are summarized below, in outline form. It is up to each postal operator to decide which of the tasks and activities to include in its plan and to add any other relevant tasks. The "six steps" methodology presented in chapter 2 of this guide, or another methodology, can be used to draw up the recovery plan. The detailed operational plans at the end of this guide can be used as a template (Annexes 2.1 to 2.3).⁴⁶

⁴³ www.upu.int/en/News/2020/7/HayPost-helps-keep-customers-safe

⁴⁴ www.upu.int/en/News/2020/7/Morocco's-Al-Barid-Bank-brings-banking-home

⁴⁵ www.upu.int/Postal-social-and-financial-services-during-COVID-19

⁴⁶ The examples provided are based on the information presented in the pandemic emergency checklists published in the UPU Disaster Risk Management Guide – Update 2020 (www.upu.int/en/Postal-Solutions/Capacity-Building/Development-Cooperation/Disaster-Risk-Management), as well as the Pandemic Threat Annex template found at content.acsa.org/i/1220799-sdcoe-pandemic-threat-template-covid-19/0

PHASE 2

RECOVERY PLANNING

(normalization of the sanitary and epidemiological situation in the country, start of gradual lifting of restrictions worldwide, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown, DOs start declaring force majeure situation over)

activities start
5 to 7 months
after the
beginning
of the crisis;
duration
3 to 6 months

TRIGGERING CRITERIA: Announcement of pandemic easing (WHO, national agencies, public health authorities, etc.), gradual lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown

OBJECTIVES: Postal authorities, postal central office and field offices should take steps to resume operations as quickly as possible through a service-oriented approach, with the goal of optimizing business value

GENERAL ISSUES/ MANAGEMENT

2.1 Relationship with health authorities

- 2.1.1 Continue to monitor pandemic alerts (WHO, national agencies) and media reports
- 2.1.2 Evaluate (if necessary in coordination with health authorities) the continuation of sanitation protocols (disinfectants, application methods and personal protective equipment)

2.2 Human resource policies

- 2.2.1 Evaluate availability to employees of mental health and social services during the pandemic and improve services as necessary
- 2.2.2 Revise human resource policies to allow employees to return to their places of work (make necessary changes to previously reduced services, or reopen offices and facilities)

- 2.2.3 Develop procedures for the return to work of staff that previously tested positive for the virus
- 2.2.4 Review options for the hiring of supplemental staff if the number of sick or quarantined employees is impacting operational continuity
- 2.2.5 If central office staff were directed to telework, develop plan for their return once the pandemic emergency is lifted
- 2.2.6 Communicate lifting of the emergency to all staff
- 2.2.7 Coordinate after-action meeting and report with emergency management team (EMT) to determine if pandemic plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan
- 2.2.8 Draw up/revise the emergency plan, business continuity plan and pandemic recovery plan, and begin preparing the business resumption plan

STAFF PROTECTION

2.3 Staff protection measures

- 2.3.1 Encourage sick employees to stay home
- 2.3.2 Temporarily keep all protective measures in place, including barriers on postal counters and floor markings in post offices for social distancing, as well as signage to limit number of customers
- 2.3.3 Social distancing and other measures to combat the virus can remain in place (including telework and alternative work sites)
- 2.3.4 Reduce office disinfection protocols (disinfectants, application methods and personal protective equipment) following a confirmed infection among the staff. Hygiene protocols may still be needed in order to slow the spread of the disease, e.g.:
 - Keep common surface areas and items clean

PHASE 2

RECOVERY PLANNING

(normalization of the sanitary and epidemiological situation in the country, start of gradual lifting of restrictions worldwide, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown, DOs start declaring force majeure situation over)

activities start
5 to 7 months
after the
beginning
of the crisis;
duration
3 to 6 months

- Maintain a sufficient supply of cleaning and disinfectant agents and other personal protective equipment, towels, soap and hand sanitizers
- Ensure house-keeping personnel are appropriately trained on cleaning and disinfection methods and adequately supervised
- Educate employees on smart health habits such as handwashing, cough hygiene and staying home while sick

2.3.5 Gradually update the guidelines regarding contact among employees and between employees and customers (seating in meetings, office layout, shared workstations, interactions during acceptance and delivery of mail), based on information from WHO and national agencies and media reports

2.3.6 Continue to provide all post office and delivery staff with the necessary quantity of protective equipment (masks, gloves, sanitizers)

2.3.7 Maintain the stock of protective materials

2.3.8 Ensure appropriate disposal of personal protective equipment waste generated by employees, following

guidelines from national health and waste agencies, e.g. establish dedicated workplace bins and processes for the safe disposal of PPE material

IT TOOLS AND SERVICES

2.5 Operational processes and activities

2.5.1 In connection with gradual lifting of pandemic restrictions, consider whether telework should be continued for central office operations (if necessary), and inform field offices and external stakeholders as required

2.5.2 Gradually revert to normal operations (reopen post offices, normal opening/operating hours and delivery service timetables, full staff complement). Decide whether to keep certain rules and measures in place temporarily

2.5.3 Gradually update work practices and inform customers concerning opening hours

2.5.4 Gradually re-establish compliance with delivery standards, in particular with regard to quality of service and remuneration for all categories of mail items (letter-post, parcel-post and EMS items), with information to be sent to customers

2.5.5 Inform countries/stakeholders that social distancing and other measures to combat the virus remain in place, and as a result, the delivery of postal items may still be subject to delays

2.5.6 Continue to use approaches and innovations implemented during the acute phase of the pandemic (e.g. contactless delivery, parcel lockers and electronic signature capture), or implement such new working methods and services

2.5.7 Offer social services to help government and citizens (deliver medicine and food for charities, provide mapping expertise to help keep track of infections, deliver spare school equipment to children, etc.)

2.5.8 Accelerate modernization, further develop and digitalize postal financial services

OPERATIONAL ISSUES – INTERNATIONAL SERVICES

2.6 Emergency Information System

2.6.1 Inform the IB via EmIS concerning the resumption of postal operations (exchange of mail, updates on the

PHASE 2

RECOVERY PLANNING

(normalization of the sanitary and epidemiological situation in the country, start of gradual lifting of restrictions worldwide, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown, DOs start declaring force majeure situation over)

activities start
5 to 7 months
after the
beginning
of the crisis;
duration
3 to 6 months

opening of mail routes, acceptance or non-acceptance of mail for specific destinations, etc.)

2.6.2 Contact the IB by e-mail at urgent@upu.int or ptc.support@upu.int for urgent matters of an operational or technical nature

2.6.3 Monitor EmlS messages to determine which countries have resumed mail operations and exchange

2.7 Rerouting postal traffic

2.7.1 Continue to look into alternative means of transport (e.g. cargo flights, railways, ships)

2.7.2 Continue to consult the UPU tool consolidating transport solutions by rail and air freight, available via the Quality Control System big data platform (qcsmailbd.ptc.post)

2.8 Customs issues

2.8.1 Continue to consult the section on the WCO website aimed at assisting supply chain stakeholders with customs issues in relation to the pandemic outbreak: www.wcoomd.org/en/topics/facilitation/activities-and-programmes/natural-disaster/coronavirus.aspx

2.9 UPU digital networks

2.9.1 Optimize use of UPU tools such as the Customs Declaration System and

the International Postal System (IPS), with a view to meeting electronic advance data (EAD) obligations

BUSINESS AND FINANCE ISSUES

2.10 Business models

- 2.10.1 Analyze risks, market advantages and diversification opportunities, and adapt business models
- Target an e-commerce approach⁴⁶
 - Diversify into new social services
 - Implement financial, business and trade innovations
 - Launch/develop platform for SMEs

2.10.2 Cooperate with government entities in order to develop new partnerships and engage in new areas of activity to enhance turnover and profits

2.11 Financial and budget issues

2.11.1 Assess budget risks, losses and profits, and ability to meet financial commitments. Review finance documentation and related arrangements to assess potential consequences and contingency measures

2.11.2 Consider asking

government for financial support, based on the important socio-economic role of postal services

UPU SUPPORT ACTIVITIES

2.12 Assistance with recovery effort

2.12.1 Continue to publish EmlS messages

2.12.2 Continue to study, share and publish any information on available transport capacity (by air or any mode of surface transport) or alternative means of transport

2.12.3 Work with the WCO, if necessary, to revise and update rules and regulations in order to accelerate and simplify cross-border mail exchange

2.12.4 Continue to collaborate with the International Civil Aviation Organization, International Air Transport Association, World Customs Organization, United Nations Economic Commission for Europe, the Organization for Cooperation of Railways, and the International Coordinating Council on Trans-Eurasian Transportation in order to keep the mail moving

2.12.5 Maintain the dynamic reporting tool consolidating transport

PHASE 2

RECOVERY PLANNING

(normalization of the sanitary and epidemiological situation in the country, start of gradual lifting of restrictions worldwide, end of confinement measures, resumption of international/ domestic flights, opening of national borders, lifting of nationwide lockdown, DOs start declaring force majeure situation over)

activities start 5 to 7 months after the beginning of the crisis; duration 3 to 6 months

solutions by rail and air freight within the Quality Control System

2.12.6 Accelerate projects to connect countries to UPU digital networks through the Customs Declaration System, International Postal System and other UPU IT tools, and promote the implementation of digital financial service strategies via the Financial Inclusion Technical Assistance Facility (FITAF) and the payment readiness assessment for e-commerce (PRE)

2.12.7 Develop and maintain knowledge-sharing platforms and databases concerning the postal response during the pandemic crisis and recovery actions (information and experiences, technologies, business cases, best regulatory practices)

2.12.8 Update Convention rules to accelerate and facilitate international mail processing and exchange during pandemic situations

2.12.9 Ensure close cooperation with the UN, other international bodies and governments in order to resolve issues quickly to achieve common goals and facilitate the efficient exchange of international mail

2.12.10 Support advocacy efforts targeting governments and development partners with a view to integrating the postal sector in government reform programmes for the accelerated development of the digital economy. Encourage increased funding of the digital transformation of the postal sector

N.B. – Once the pandemic recovery plan has been developed, it needs to be regularly reviewed and updated (at least once a week during the crisis).



10

Chapter X:
**Business resumption
plan development**

After the emergency

The business resumption plan addresses business restoration after an emergency. The BRP is activated after the return to “business as usual” and is aimed at permitting the rapid and cost-effective resumption and development of essential operations in order to maintain quality of

Pursue projects to strengthen the resilience of the global postal network

service for clients. Unlike the emergency/contingency plan and pandemic recovery plan, the BRP does not contain continuity procedures to be used during an emergency.

The development of the PRP and BRP will guarantee a more agile mode of working, adaptable to

any new and more acute pandemic waves, while ensuring business continuity for customers.

While recovery and business continuity plans may involve adopting temporary measures (such as office relocation, reduction of working hours, reduction of staffing levels or use of backup IT systems), business resumption involves fully restoring operations to as near normal levels as possible and creating a basis for further development.⁴⁷

Lessons learned from the COVID-19 pandemic thus far

Postal services – An essential component of the global economy

One of the main takeaways from the COVID-19 crisis is that, during the global lockdown, the Post in most countries continued to operate and deliver social, logistics and financial services much needed by the population and businesses. In many countries, the Post has been recognized as an essential component of the global economy, providing a lifeline to all inhabitants of the world.

In order to overcome the current crisis, the Post should continue – in the recovery phase and beyond – to play its important role, and to be recognized as an essential service, thus benefiting from government support.

Digital transformation

The pandemic has led to an increasing reliance on digital services to reduce personal contact. The vast majority of financial service experts and analysts have pointed to a solution for managing and minimizing the impact of future crises: digitalizing delivery and financial services.

In this connection, Posts have to further accelerate their digital transformation by adapting postal processes and services to meet the need for less face-to-face contact, including digital financial services and online customer support (social media, e mail, WhatsApp).

Governments are increasingly relying on Posts to deliver social benefits, pensions and other cash transfers to citizens, both in countries where digitalization of services is still low, and in countries with more developed digitalization. This clearly shows that network and physical reach are still an advantage of the Post, even in places where there is a greater need for transformation.

Gaps in digitalization disproportionately affected developing countries before the COVID-19 crisis, so it will be necessary to accelerate projects to connect countries to the UPU’s digital networks through the Customs Declaration System, International Postal System and other IT tools.

In short, digitalization was a choice before the pandemic, but during the post-COVID phase, it will become an urgent necessity.

Delivery innovations

It is likely that customers will continue to prefer contactless delivery in the near future. Delivery innovations such as parcel lockers and electronic signature capture will be key to providing flexible delivery options.⁴⁸

Postal operators will have to develop their digital capability in this area through the use of apps, notifications, lockers, etc.

⁴⁷ www.enisa.europa.eu/topics/threat-risk-management/risk-management/current-risk/bcm-resilience/bc-plan/business-resumption-plan

⁴⁸ www.upu.int/UPU/media/upu/publications/Union%20Postale/2020/revueUnionPostale_Summer2020_En_web.pdf, p. 26

Diversification of transport

The pandemic has highlighted that it is extremely important for postal operators to diversify their means of transporting mail. Dependence on a single channel was catastrophic for mail transport at the beginning of the crisis. Although the International Bureau was able to establish alternative routes quite quickly, it is clear that alternative transport channels should continue to be cultivated. The Convention Regulations should be amended as necessary.⁴⁹

SME support

Governments have launched programmes to support SMEs, as they are the hardest hit segment of the economy. The aim is to foster e-commerce through the use of digital marketplaces where SMEs can sell their goods. These activities should be strengthened in the future.

Universal service obligation and regulatory frameworks

The COVID-19 pandemic has created a force majeure situation, leading to exemptions to the fulfilment of the universal service obligation (USO), such as the discontinuation of signature for registered items. Moreover, changes in postal processes have impacted the UPU regulatory frameworks. It will be very important to evaluate the relevance of the national regulatory framework in case of emergency (force majeure, USO definition, delivery, prices, etc.).

Robotics in sorting and delivery

A new autonomous sorting solution using robotics has been tested in one country (Belgium), where the volume of parcels increased enormously after restrictions were put in place in March. The autonomous sorting solution has proved to be a very valuable asset as parcels can be sorted with limited staff, while respecting the safe distance restrictions.⁵⁰

Sustainability perspectives

The changes to the postal system resulting from the COVID-19 pandemic have a range of implications for environmental and social sustainability. As a signatory to the UN Sustainable Development Goals, the UPU has a responsibility to identify and address these impacts. In addition, Posts may be in a strong position to address the broader impacts that result from the responses of national governments, businesses, NGOs and citizens. For example, Posts could play an important role in supporting the safe disposal of personal protective equipment.⁵¹

Moreover, to combat the economic impacts of the pandemic, many governments are developing investment plans designed to boost the economy. These may include investments in postal built infrastructure, vehicles and digital technology. During any period of intensive investment in the postal system, it is vital that all opportunities are taken to ensure new infrastructure is both low-carbon and also resilient to an increasingly variable climate. The principle of a “green recovery” is supported by the United Nations.⁵² This is particularly important for infrastructure with a long lifespan, as successes or failings can be locked-in for many decades.

49 www.upu.int/UPU/media/upu/publications/Union%20Postale/2020/revueUnionPostale_Summer2020_En_web.pdf, p. 26

50 www.parcelandpostaltechnologyinternational.com/features/success-for-automated-sorting-in-belgium.html

51 www.unenvironment.org/news-and-stories/press-release/waste-management-essential-public-service-fight-beat-covid-19

52 See the UN Secretary General's proposed six climate-related actions to shape COVID recovery: www.un.org/en/observances/earth-day/message

Elements to include in the business resumption plan

The business resumption plan seeks to put the organization back on its feet after an emergency, exploiting lessons learned and opportunities. A postal operator's plan might have the following goals:

■ Restoration of the business post-pandemic

Improve the resilience of the postal network

■ Renovation of postal services

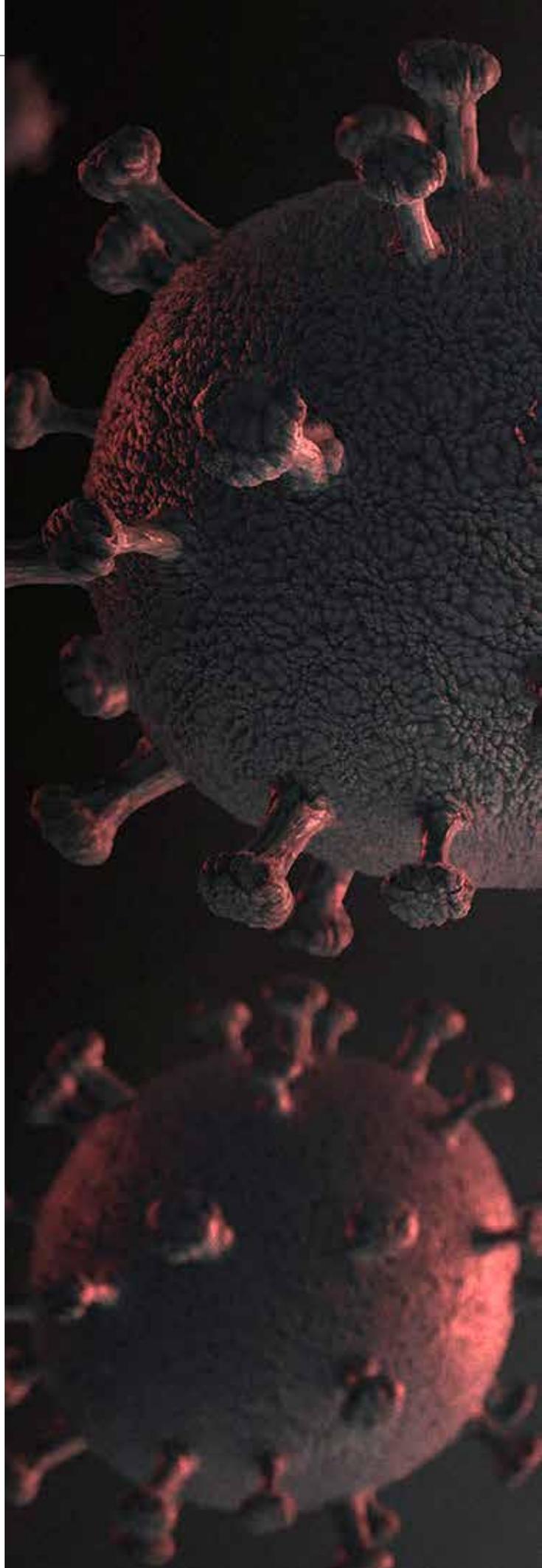
Increase digitalization through agile practices

Drive infrastructure-led innovations

■ Application of new role with regard to government social policies

The possible responses, tasks and activities that might make up the business resumption plan are summarized below, in outline form. It is up to each postal operator to decide which of the tasks and activities to include in its plan and to add any other relevant tasks. The "six steps" methodology presented in chapter 2 of this guide, or another methodology, can be used to draw up the BRP. The detailed operational plans at the end of this guide can be used as a template (Annexes 3.1 to 3.5).⁵³

⁵³ The examples provided are based on the information presented in the pandemic emergency checklists published in the UPU Disaster Risk Management Guide – Update 2020 (www.upu.int/en/Postal-Solutions/Capacity-Building/Development-Cooperation/Disaster-Risk-Management), as well as the Pandemic Threat Annex template found at content.acsa.org/i/1220799-sdcoe-pandemic-threat-template-covid-19/0



PHASE 3

BUSINESS RESUMPTION PLANNING (when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)

(activities start 6 to 12 months after the beginning of the crisis, depending on the circumstances)

TRIGGERING CRITERIA: Plans to meet the following objectives should be developed and implemented after the pandemic has been declared over (WHO, national agencies, public health authorities, etc.) and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

OBJECTIVES: Ministries, regulators and postal authorities (central office and field offices) should take steps to exploit lessons learned and opportunities in order to further restore postal services and develop new services

STAFF PROTECTION MEASURES

3.1 Staff health practices

3.1.1 Once a vaccine is available, ensure that staff are vaccinated regularly on a voluntary basis, taking into account the recommendations of the competent bodies (WHO, national agencies, public health authorities, etc.)

3.1.2 Continue (if necessary) to apply distancing and soft protective rules, and regularize/develop telework practices where appropriate and possible

3.1.3 Continue to promote hygiene and sanitation policies and practices

3.2 Protective materials, DRM training

3.2.1 Establish criteria for minimum use of protective materials (masks, gloves, sanitizers, etc.)

3.2.2 Ensure procurement of protective material and regularly check and maintain stocks

3.2.3 Provide annual staff training on DRM/ pandemic practices and emergency sanitation programmes

GENERAL ISSUES/ MANAGEMENT

3.3 Situation analysis

3.3.1 Study lessons learned during pandemic, assess risks and market opportunities, and prepare follow-up actions

3.4 Digitalization and innovation policy

3.4.1 Revise and update rules in order to regularize/ develop telework practices where appropriate and possible

3.4.2 Reorient the postal operator towards maximum digitalization of operational processes by fostering innovation in the area of distribution and the integration of contactless delivery practices

3.4.3 Drive infrastructure-led innovations

3.4.4 Increase digitalization through agile practices and build a product management mindset based on new operational models

3.4.5 Build a strategy and policy recommendations based on Posts' best practices during the pandemic, so as to offer government a network for public policies (social, health, education, SME support, poverty reduction, financial inclusion, information channels, economic growth, etc.)

3.5 Government/ stockholder assistance

3.5.1 Discuss with government representatives and stakeholders their support for the implementation of common digital-oriented strategies in order to accelerate the digital transformation of the Post, including delivery innovations, digital financial services and customer support by digital channels

PHASE 3

BUSINESS RESUMPTION PLANNING

(when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)

(activities start 6 to 12 months after the beginning of the crisis, depending on the circumstances)

- 3.5.2 Submit request (if necessary) for UPU technical assistance in order to carry out projects aimed at e-commerce development; digitalization of postal operations; postal financial inclusion; financial service development; e-services; use of robotics in operational processes; social services; implementation of CDS, IPS.post, EAD messaging (e.g. ITMATT)

3.6 DRM/BCP

- 3.6.1 Evaluate the implementation of DRM and business continuity planning within the organization, develop/revise all related plans (PEP, BCP, PRP, BRP)

NEW COMMUNICATION TOOLS AND IT SOLUTIONS

3.7 Remote connectivity and digital channels

- 3.7.1 Strengthen resilience of postal operator by developing remote connectivity for staff and new communication and IT tools for citizens
- 3.7.2 Provide customer support through digital channels (social media, e-mail, WhatsApp)

- 3.7.3 Support projects to connect countries (DOs) to UPU digital networks through the Customs Declaration System, International Postal System and other IT tools

- 3.7.4 Accelerate the implementation of UPU IT products (CDS, IPS.post, ITMATT)

- 3.7.5 Assess UPU's .POST as an added layer of security for postal Internet activities

- 3.7.6 Develop and provide self-service platforms

- 3.7.7 Favour multi-cloud and edge architectures

OPERATIONAL/ TECHNOLOGY ISSUES

3.8 Transport channels

- 3.8.1 Continue to inform the IB via EmlS regarding changes to the service offering and disruption of the postal supply chain (within the first 12 hours)

- 3.8.2 Utilize knowledge gained from pandemic to propose new regulations to ensure sustainability and harmonization across transport methods

- 3.8.3 Look into a variety of options for transporting international mail: commercial passenger flights, cargo flights, railways, ships, etc.

- 3.8.4 Continue to consult the UPU tool consolidating transport solutions by rail and air freight, available via the Quality Control System big data platform (qcsmailbd.ptc.post)

3.9 Digitalizing postal processes, new services, innovations

- 3.9.1 Based on lessons learned in pandemic, move forward with projects aimed at improving the resilience of the global postal network

- 3.9.2 Make good use of the UPU platform for exchange of best practices and case studies (webpage)

- 3.9.3 Seek government support for digital capacity/ transformation strategies: accelerated investment in paperless customs declarations, data exchange at national and international level, implementation of distance training and other efforts to ensure that as many countries as possible can exchange ITMATT

- 3.9.4 Further develop "promising" postal products and services that were in high demand, helped governments or increased volumes during the pandemic, in particular:
- e-commerce
 - financial services
 - social services
 - e-services

PHASE 3

BUSINESS RESUMPTION PLANNING (when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)

(activities start 6 to 12 months after the beginning of the crisis, depending on the circumstances)

- 3.9.5 Ensure total digitalization of postal processes and services and put in place related applications and systems

- 3.9.6 Connect to UPU networks

- 3.9.7 Promote technological and operational innovations in the area of distribution (parcel lockers and electronic signature capture)

- 3.9.8 Promote autonomous sorting through robotics

- 3.9.9 Continue to optimize paperless processes to ensure seamless transport and delivery

- 3.9.10 In cooperation with the UPU, implement projects aimed at e-commerce development; digitalization of postal operations; postal financial inclusion; financial service development; e-services; use of robotics; social services; implementation of CDS, IPS.post, EAD messaging (e.g. ITMATT)

- 3.9.11 Continue to develop new ways to connect with citizens

- 3.9.12 Participate in twinning projects between digitally advanced Posts and Posts willing to engage into digital transformation journey

3.10 SME support

- 3.10.1 Discuss and launch a platform for SMEs with government support

- 3.10.2 Take advantage of UPU tools and resources in the area of digital readiness for e-commerce:
 - Digital transformation reports, best practices
 - Digital transformation and readiness assessments (remotely or on site)
 - Support for definition of DFS strategies and product development through FITAF and the payment readiness assessment for e-commerce

USO AND REGULATIONS

3.11 The Post – An essential service

- 3.11.1 Amend national regulations as appropriate to take into account the role of the Post as an essential service

- 3.11.2 Continue to coordinate with government and develop partnerships in order to showcase the Post's role in achieving socio-economic goals and helping offset the impact of the pandemic on communities, providing an alternative channel for consumption, work and communication

- 3.11.3 Advocate for measures at national level where necessary, such as regulatory relief, in order to keep Post operating as an essential service (flexibility in delivery standards, pricing, etc.)

- 3.11.4 Evaluate the relevance of the national regulatory framework in case of emergency (force majeure, USO definition, delivery, prices, etc.)

3.12 Cooperation/ coordination with government

- 3.12.1 In coordination with government, ensure the adoption of a sound regulatory framework for the Post in emergencies

- 3.12.2 As appropriate, request government support for postal development and the diversification of postal services into parcels and logistics, payments, and citizen services

- 3.12.3 Build a strategy and policy recommendations based on Posts' best practices during the pandemic, so as to offer government a network for public policies (social, health, education, SME support, poverty reduction, financial inclusion, information channels, economic growth, etc.)

PHASE 3

BUSINESS RESUMPTION PLANNING

(when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)

(activities start 6 to 12 months after the beginning of the crisis, depending on the circumstances)

3.13 Regulatory framework

- 3.13.1 In cooperation with the UPU, implement projects to evaluate the relevance of the national regulatory framework in case of emergency (via workshops and on-site or remote consultancy missions):
- Twinning projects and consultancy
 - Cooperation projects to advocate for measures at national level where necessary (consultancy missions)
- 3.13.2 Ensure the revision of national regulations where necessary

BUSINESS

3.14 Post – An essential service

- 3.14.1 Take advantage of the surge in the parcel segment to generate revenue for investment in structural transformation
- 3.14.2 Mainstream and commercialize the social services provided to help government during the pandemic
- 3.14.3 Seize market opportunities
- 3.14.4 Focus on postal market needs, moving from a letter- and document-based model to a goods-based model that includes offering postal financial and social services
- 3.14.5 Focus on the development of e-commerce services

SUSTAINABILITY

3.15 Promoting sustainable practices

- 3.15.1 Contribute to a system for the safe collection and disposal of personal protective equipment, without compromising postal worker safety
- 3.15.2 Provide customers with information on appropriate packaging disposal and explore the potential role of the organization in collecting used packaging for recycling
- 3.15.3 Ensure new infrastructure is low-carbon and also resilient to an increasingly variable climate

UPU SUPPORT ACTIVITIES

3.16 Role of Posts

- 3.16.1 Continue to promote Posts at the governmental level as an essential service, with a view to increasing the level of provision of social services through the postal network
- 3.16.2 Support advocacy efforts targeting governments and development partners, to integrate the postal sector in government reform programmes for the accelerated development of the digital economy.

Encourage increased funding of the digital transformation of the postal sector

3.17 Regulatory basis

- 3.17.1 Provide policy and regulatory recommendations and support to governments and DOs in defining the post-pandemic role of the postal network in meeting the social and economic objectives of governments and the place of the Post in the national pandemic/emergency response plan
- 3.17.2 Adapt UPU Convention Regulations where necessary

3.18 Best practices platform

- 3.18.1 Maintain a platform for exchange of best practices and case studies (webpage) to be used by governments and Posts and to be replicated
- 3.18.2 Help countries build a strategy and policy recommendations based on Posts' best practices during the pandemic, so as to offer government a network for public policies (social, health, education, SME support, poverty reduction, financial inclusion, information channels, economic growth, etc.)

PHASE 3

BUSINESS RESUMPTION PLANNING (when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)

(activities start 6 to 12 months after the beginning of the crisis, depending on the circumstances)

3.19 Multilateral cooperation

- 3.19.1 Continue to maintain close cooperation with the UN, other international bodies and governments in order to resolve issues quickly to achieve common goals in an efficient manner in case of a pandemic
- 3.19.2 In cooperation with other UN and international organizations, continue to appeal to governments and regulators to facilitate the exchange of international mail by keeping cargo flights moving, ensuring close cooperation with customs agencies, etc.
- 3.19.3 Contribute to joint efforts among UN agencies to ensure that recovery activities are coordinated
- 3.19.4 Continue to collaborate with the International Civil Aviation Organization, International Air Transport Association, World Customs Organization, United Nations Economic Commission for Europe, the Organization for Cooperation of Railways, and the International Coordinating Council on Trans-Eurasian Transportation in order to keep the mail moving

- 3.19.5 Strengthen coordination with the UPU restricted unions, taking into account their fundamental role in the regions, for example, in gathering information during the pandemic and facilitating contact with DOs

3.20 Supply chain issues

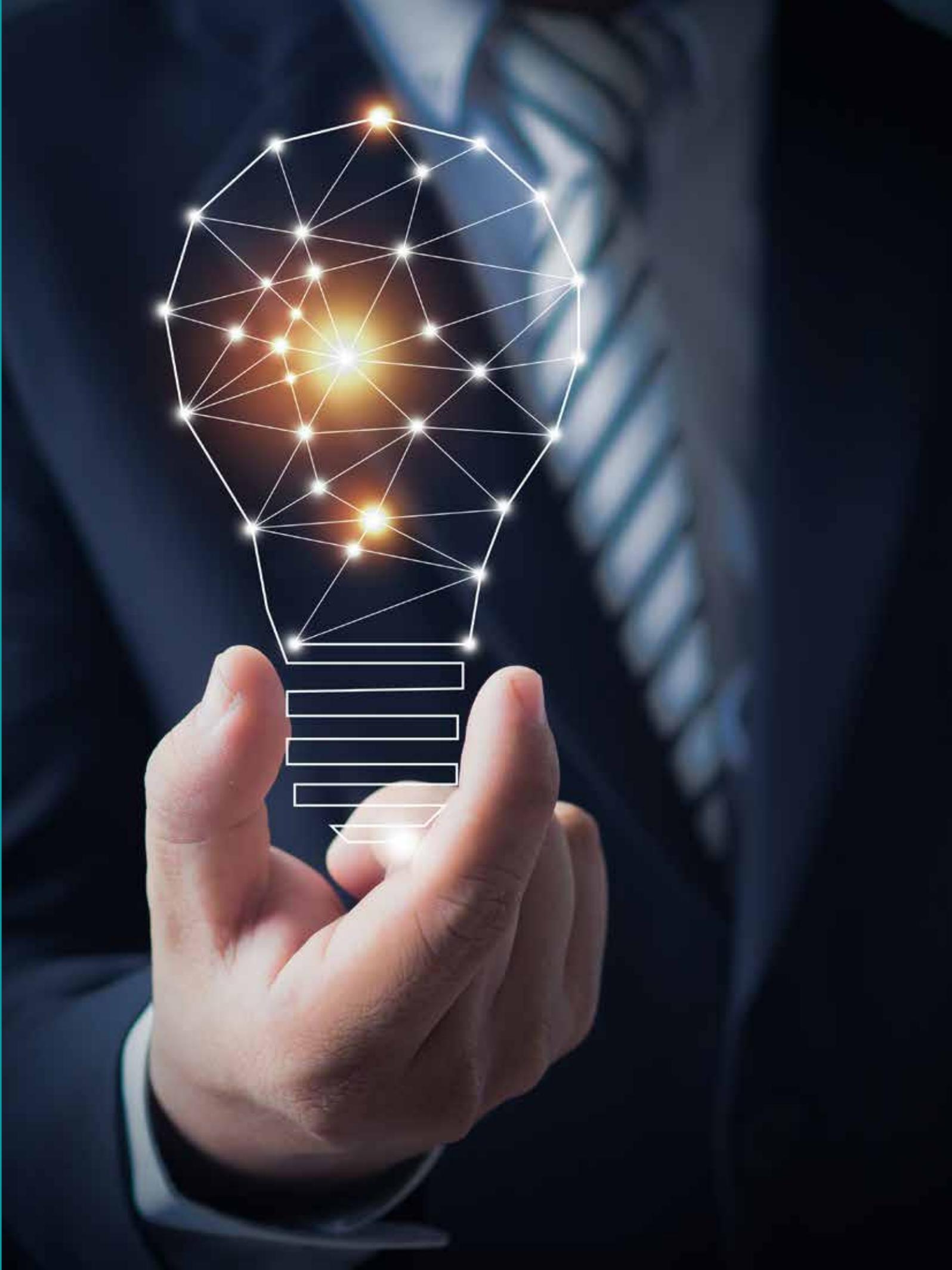
- 3.20.1 Analyze and publish EmlS messages
- 3.20.2 Maintain and upgrade the UPU database consolidating transport solutions by rail and air freight, available via the Quality Control System big data platform (qcsmailbd.ptc.post)
- 3.20.3 Continue to cultivate alternative transport channels in order to provide member countries with more diversified options

3.21 Digitalization projects

- 3.21.1 Accelerate projects to connect countries to the UPU's digital networks through the Customs Declaration System, International Postal System and other UPU IT tools
- 3.21.2 Under the UPU IB's technical cooperation programmes, assist DOs in developing countries with implementation of projects (UPU projects, twinning and triangular

projects) aimed at digitalization of postal operations, e-commerce development, development of SME platforms, postal financial inclusion, financial service development, e-services, delivery innovations, robotics in autonomous sorting, social services, etc.

- 3.21.3 Provide technical assistance in the area of digital readiness for e-commerce, assessing Posts' digital capability, especially in relation to ITMATT implementation
- Provide reference materials (best practices, technologies, business cases) on postal digital transformation to support Posts' efforts (e.g. The Digital Economy and Digital Postal Activities – A Global Panorama publication, the E-Commerce Guide)
 - Continue to offer .POST as an added layer of security for postal Internet activities



11

Chapter XI: **Conclusion**

Be prepared In today's complex environment, designated operators that are unprepared in a crisis can face long-term effects, including revenue loss, lower mail volumes, a damaged reputation, and decreased relevance – and may in fact never fully recover. Through the careful formulation and implementation of emergency, recovery and business resumption plans, the impact of crises can be greatly mitigated, and managers can have greater confidence in their present direction and decisions.

Be prepared

All DOs should therefore adopt the business continuity plan approach and have mechanisms in place so that they can respond effectively in a crisis, quickly resume operations, recover – and even thrive. Emergency, recovery and business resumption plans are well worth the additional costs involved, as they help the organization react in an orderly and timely fashion. Good plans that are successfully implemented can be seen as business enablers, ensuring the future viability of an organization.⁵⁴



Annexes



PHASE 1a: EMERGENCY/CONTINGENCY PLANNING

(before new virus cases are present or spreading in the community, or before pandemic situation officially declared)



Goal I: Ensure health and welfare of the postal operator's staff and their families. Effectively manage staff/customer protection and prevent the spread of the pandemic

Goal II: Contribute fully and appropriately in coordinated country emergency management response

PEOPLE

Objective I/II-A

Incorporate disease prevention behaviours in daily activities:

- Frequent and effective handwashing or use of an alcohol-based hand sanitizer
- Not touching one's face, eyes or mouth
- Not sharing food, drinks or utensils
- Seeking of immediate medical care
- Staying home when sick
- Avoiding contact with people who are sick
- Refraining from hugs and handshakes
- Cover cough with a tissue or sleeve

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:

| | ASSIGNED: | DUE: |
|--|-----------|------|
| 1. Prepare, publish and display via messages and posters recommendations of national public health authorities and measures to prevent spreading of the virus | | |
| 2. Prepare instructions to urge everyone to follow the guidance of WHO/ national public health authorities | | |
| 3. Send staff instructions concerning limits on visitors in the workplace, and the postponement or cancelling of meetings and events | | |
| 4. Identify critical staff and train backup staff for critical activities in anticipation of absenteeism owing to illness | | |
| 5. Formulate instructions for staff on actions to take in case of illness, virus contamination or contact with an infected person, including information on national virus hotline | | |
| 6. Introduce rules excluding staff who have a recent travel history (over the last XX days), in accordance with the protocol established by government authorities | | |

RESOURCES:

Objective I/II-B Prepare a high level of situational awareness regarding the virus threat

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:

ASSIGNED:

DUE:

1. Identify the key people who will actively monitor local, regional, national and international agencies for developments and guidance
 - Register to receive health alert and virus updates from government authorities
 - Monitor public health authority's pandemic webpage
 - Monitor UPU IB communications, EmIS, QCS
2. Regularly inform all staff about warnings issued by governmental services

RESOURCES:

Objective I/II-C Make preparations aimed at providing postal staff with personal protective equipment

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:

ASSIGNED:

DUE:

1. Assess the needs of the organization in PPE
2. Check PPE stocks
3. Establish statement and planning for PPE
4. Coordinate the procurement of PPE with internal or external suppliers
5. If LDC, ask the DCDEV about the possibility of procuring PPE (masks, gloves and hand sanitizer)
6. As applicable, provide the IB with information concerning contact person to coordinate delivery of the PPE

RESOURCES:

Objective
I/II-D Make preparations for the introduction of specific cleaning and disinfection protocols

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Coordinate with national public health authorities concerning the introduction of specific cleaning and disinfection protocols (including deadlines) | | |
| 2. Discuss and establish with cleaning teams specific cleaning and disinfection protocols | | |
| 3. Develop necessary instructions | | |
| 4. Make cleaning teams and staff aware of the introduction of specific cleaning and disinfection protocols | | |
| 5. Check and replenish cleaning/disinfection supplies | | |

RESOURCES:

Objective
I/II-E In accordance with staff/customer protection policy, implement social distancing measures and install protective barriers in post offices

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Coordinate with national authorities the implementation of social distancing measures and installation of protective barriers in post offices | | |
| 2. Compile a list of all post offices and points of contact with customers with a view to implementing social distancing measures | | |
| 3. Develop instructions for staff and posters for customers concerning social distancing rules in post offices | | |
| 4. Check related equipment/material stocks and prepare the necessary procurements | | |
| 5. Plan work aimed at reconfiguring offices to apply social distancing and install barriers | | |

RESOURCES:

ANNEX 1.2



Goal III: Minimize the impact on all services and products and mitigate effects of operational disruptions

PROCESSES

Objective III-A Create/review/update comprehensive postal operator emergency/contingency plan, in order to ensure the continuity of postal services during the pandemic

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:

ASSIGNED:

DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Know and assess the pandemic risks | | |
| 2. Create/renew crisis management team | | |
| 3. Prepare a pandemic checklist | | |
| 4. Identify critical business processes and create plans to ensure these activities are covered if people in key positions are unable to work | | |
| 5. Identify job functions that can be accomplished through remote access and determine criteria for allowing or requiring that employees work remotely | | |
| 6. Identify essential functions that can only be accomplished at a worksite and develop plans to protect employees in those roles from contact with potentially infected people | | |
| 7. Establish concise, comprehensive postal operator emergency plan (contingency plan) <ul style="list-style-type: none"> • Make critical information quickly accessible • Review and update alert and response procedures | | |
| 8. Ask for UPU support and BCP training | | |
| 9. Over-communicate the plan to staff and customers | | |
| 10. Identify critical staff and their deputies based on the business impact analysis results | | |
| 11. Identify/train backup staff for critical activities | | |
| 12. Identify budget for plan development/implementation | | |

RESOURCES:

**Objective
III-B**

Develop procedures to minimize the impact of disruption of the international supply chain or country lockdown

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Establish a clear list of operational measures to undertake in case of pandemic (use the IB QCS tool) | | |
| 2. Analyze IB information published via EmIS, QCS, etc. | | |
| 3. Review and select alternative means of transport of international mail, prepare strategy in case of pandemic | | |
| 4. Coordinate with transport providers steps aimed at introducing new transport means/options, with a view to preventing disruption of supply chain | | |
| 5. Inform the IB (all countries) via EmIS concerning changes in services and disruptions of the postal supply chain | | |

RESOURCES:
**Objective
III-C**

Formulate plan to minimize the impact on postal domestic services in case of pandemic alert

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Prepare the comprehensive plan to change domestic service work practices <ul style="list-style-type: none"> • Reduce post office opening hours • Close offices in small villages • Change delivery practices • Limit number of people allowed in post offices/postal facilities | | |
| 2. Review the possibility of increasing the use of mobile post offices and make proposals | | |
| 2. Prepare changes in procedures and work practices, providing flexible delivery options (parcel lockers, electronic signature capture, contactless payments, etc.) | | |
| 4. Evaluate need for staff training | | |

RESOURCES:

Objective
III-D Prepare to transfer management work to remote communications platform.
 Ensure the availability, reliability and performance of IT infrastructure

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:**ASSIGNED:****DUE:**

| 1. Update data lists of authorities and third parties, staff and all key stakeholders and establish emergency call tree | | |
|--|--|--|
| 2. Prepare to put in place a mass notification system, covering different channels (e.g. SMS, e-mail, mobile, voice, apps) | | |
| 3. Revise documentation workflow and administrative management rules aimed at introduction of telework | | |
| 4. Consider use of virtual meetings when possible | | |
| 5. Test remote access tools | | |
| 6. Check and provide maintenance of IT systems and tools | | |
| 7. Prepare and strengthen IT support services (helplines) | | |
| 8. Develop clear plans and instructions for staff | | |
| 9. Prepare inventory of laptops and mobile phones | | |

RESOURCES:



Goal IV: Mitigate business risks

PROFITS

Objective IV-A Elaborate proposals/business plan instructions aimed at changing the organization's business models and ensuring service diversification

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Identify market conjuncture (limits and advantages) for postal products and services. Select key (most important) products | | |
| 2. Coordinate with government regarding types of social services that can be offered in connection with anticipated country emergency response | | |
| 3. Develop instructions, terms of reference and planning for the quick implementation of social services that can be offered in case of pandemic | | |
| 4. Consider possibility of increasing assistance to SMEs | | |
| 5. Develop policy/instructions to effectively manage e-commerce during the pandemic crisis | | |
| 6. Prepare instructions for services and information for customers (related to support for social services, SMEs and e-commerce offered during the pandemic) | | |
| 7. Prepare communications/publicity to disseminate via public sources | | |

RESOURCES:

ANNEX 1.4

PARTNERSHIPS

Objective IV-B

Create an enabling environment to carry out business operations

PHASE 1a: Plans to meet this objective should be developed and implemented in response to a warning from the country's public health authorities that transmission within communities in the country is likely

ACTIONS:

ASSIGNED:

DUE:

| | | | |
|----|--|--|--|
| 1. | Ensure coordination with national public health authorities (specific rules and cleaning and disinfection protocols) | | |
| 2. | Ensure coordination with government (social services, SME support activities) | | |
| 3. | Ensure coordination with internal/external suppliers (PPE procurement) | | |
| 4. | Discuss with main (exporting) clients | | |
| 5. | Discuss new opportunities and practices with SME owners and conclude agreements | | |

RESOURCES:

PHASE 1a: EMERGENCY/CONTINGENCY PLANNING

(new virus cases widespread in the community and actions to stop the spread of the virus taken by the government and/or pandemic situation officially declared, force majeure situation announced by DOs)



Goal I: Ensure health and welfare of the postal operator's staff and their families. Effectively manage staff/customer protection and prevent the spread of the pandemic

Goal II: Contribute fully and appropriately in coordinated country emergency management response

PEOPLE

Objective

I/II-A

Take immediate steps to protect postal staff/customers and prevent the spread of the virus

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:

ASSIGNED:

DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|--|-----------|------|
| 1. Monitor media reports | | |
| 2. Send staff instructions concerning telework and new post office work schedules, limits on visitors in the workplace, and the postponement or cancelling of meetings and events | | |
| 3. Provide all postal workers with PPE (on daily basis) | | |
| 4. Educate/remind staff about disease prevention behaviours in daily activities (wash hands frequently or use an alcohol-based hand sanitizer, seek immediate medical care if symptoms become more severe, stay home when sick, use masks, respect social distancing measures) | | |
| 5. Revise/provide instructions for staff on the actions to take in case of illness, virus contamination or contact with an infected person, including information on national virus hotline | | |
| 6. Send instructions to limit staff in postal facilities, limit work and close post offices | | |
| 7. Apply office disinfection and cleaning protocols. Organize and oversee work, ensure that housekeeping personnel are trained and adequately supervised | | |
| 8. Establish dedicated workplace bins and processes for the safe disposal of PPE | | |
| 9. Set up tele/videoconferencing services and increase capacity for remote access to the IT network | | |
| 10. Set up a communication channel for employees to report their status and make inquiries | | |

RESOURCES:

Objective
I/II-B

Maintain a high level of situational awareness regarding the virus threat

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:
ASSIGNED:
DUE:

| | | |
|--|--|--|
| <ol style="list-style-type: none"> 1. Monitor local, regional, national and international agencies for developments and guidance <ol style="list-style-type: none"> a. Register to receive health alert and virus updates from government authorities b. Monitor public health authority's pandemic webpage c. Monitor UPU IB communications, EmIS, QCS | | |
| <ol style="list-style-type: none"> 2. Regularly inform all staff about warnings issued by the public health authority and other governmental authorities | | |

RESOURCES:
Objective
I/II-C

Implement urgent reorganization of post offices to apply social distancing measures, install protective barriers, etc.

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:
ASSIGNED:
DUE:

| | | |
|---|--|--|
| <ol style="list-style-type: none"> 1. Rapidly reconfigure post offices, including protective barriers and markings, to ensure social distancing | | |
| <ol style="list-style-type: none"> 2. Display posters in each post office to highlight disease prevention behaviours and stop the spread of the pandemic | | |

RESOURCES:



Goal III: Minimize the impact on all services and products and mitigate effects of operational disruptions

PROCESSES

Objective III-A

Put in place/implement postal operator emergency/contingency plan, in order to ensure the continuity of postal services during the pandemic

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:

1. Assign roles and responsibilities for all levels of the organization
2. Inform critical staff and their deputies of their role
3. Inform employees, partners and stakeholders about procedures in place
4. Begin teleworking for central office staff
5. Organize remote meetings of the crisis management team
6. Update the succession plan (specific delegation arrangements for the continuity of leadership in case key decision makers and executives are absent)
7. Launch the emergency plan
8. Consider activation of the business continuity plan

ASSIGNED:

DUE:

| ASSIGNED: | DUE: |
|-----------|------|
| | |
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RESOURCES:

**Objective
III-B**

Apply procedures to minimize the impact of disruption of the international supply chain or country lockdown

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:
ASSIGNED:
DUE:

| 1. Send the IB via EmIS information on operational conditions and disruption of the postal supply chain | | |
|---|--|--|
| 2. For urgent matters, contact the IB (urgent@upu.int or ptc.support@upu.int) | | |
| 3. Monitor EmIS reports published and apply instructions sent by IB circular letter | | |
| 4. Set up alternative transport solutions for international mail <ul style="list-style-type: none"> • Consult the UPU tool (qcsmailbd.ptc.post) • Coordinate with transport providers • Send instructions to related offices/stakeholders • Apply new contract conditions | | |
| 5. Provide the IB with information concerning alternative transport solutions for international mail and related processes and quality of service | | |

RESOURCES:
**Objective
III-C**

Activate plan to minimize the impact on postal domestic services in case of pandemic alert

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:
ASSIGNED:
DUE:

| 1. Apply the plan to change domestic service work practices <ul style="list-style-type: none"> • Reduce post office opening hours • Close offices in small villages • Change delivery practices • Implement parcel lockers, electronic signature capture, contactless payments • Limit number of people allowed in post offices/postal facilities | | |
|--|--|--|
| 1. Put in place the route plan for the use of mobile post offices | | |
| 2. Instruct field offices on changes in procedures and disseminate necessary information for customers | | |
| 3. As applicable, ask the IB for assistance in purchasing mobile post offices | | |

RESOURCES:

Objective**III-D**

Ensure remote communications platform. Ensure the availability, reliability and performance of IT infrastructure

PHASE 1b: Plans to meet this objective should be developed and implemented in response to a pandemic alert (WHO, national agencies, public health authorities, etc.), announcement of restrictions on the movement of people, confinement, suspension of international/domestic flights and/or closing of national borders

ACTIONS:**ASSIGNED:****DUE:**

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Send instructions for staff concerning the use of IT systems and tools | | |
| 2. Start to use remote access tools for central office staff | | |
| 3. Organize virtual meetings when possible | | |
| 4. Provide for maintenance of IT systems and tools | | |
| 5. Provide staff with necessary IT equipment (laptops, mobile phones, etc.) | | |
| 6. Provide staff with IT support services (helplines) (e-mail, telephone, app, etc.) | | |

RESOURCES:

ANNEX 1.7

PHASE 1c: EMERGENCY/CONTINGENCY PLANNING

(new virus cases widespread in the community and actions to stop the spread of the virus taken by the government and/or pandemic situation officially declared, force majeure situation announced by DOs)



Goal I: Ensure health and welfare of the postal operator's staff and their families. Effectively manage staff/customer protection and prevent the spread of the pandemic

Goal II: Contribute fully and appropriately in coordinated country emergency management response

PEOPLE**Objective
I/II-A**

Take immediate steps to protect postal staff/customers and prevent the spread of the virus

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:**ASSIGNED:****DUE:**

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Continue to monitor media reports concerning pandemic | | |
| 2. Continue to provide all postal workers with PPE (on daily basis) | | |
| 3. Revise/provide instructions for staff on the actions to take in case of illness, virus contamination or contact with an infected person, including information on national virus hotline | | |
| 4. Send staff updated instructions concerning remote work and new post office work schedules | | |
| 5. Continue to limit or forbid visitors in the workplace and postpone or cancel meetings and events | | |
| 6. Remind staff of disease prevention behaviours in their daily activities | | |
| 7. Continue to apply office disinfection and cleaning protocols | | |
| 8. Maintain dedicated workplace bins and processes for the safe disposal of PPE | | |
| 9. As applicable, contact the IB (DCDEV procurement unit) for assistance with procurement of protective materials | | |
| 10. Continue to use IT communication channel for employees to report their status and make inquiries | | |

RESOURCES:

**Objective
I/II-B**

Continue to maintain a high level of situational awareness regarding the virus threat

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Continue to monitor local, regional, national and international agencies for developments and guidance <ul style="list-style-type: none"> • Register to receive health alert and virus updates from government authorities • Monitor public health authority's pandemic webpage • Monitor UPU IB communications, EmIS, QCS | | |
| 2. 1. Continue to regularly inform all staff about warnings issued by the public health authority and other governmental authorities | | |

RESOURCES:
**Objective
I/II-C**

Continue to implement urgent reorganization of post offices to apply social distancing measures, install protective barriers, etc.

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Continue to reconfigure post offices to ensure social distancing, including protective barriers and visual markings | | |
| 2. Continue to use postal office channels to highlight disease prevention behaviours and stop the spread of the pandemic | | |

RESOURCES:

ANNEX 1.8



Goal III: Minimize the impact on all services and products and mitigate effects of operational disruptions

PROCESSES

**Objective
III-A**

Continue to implement postal operator emergency/contingency plan, in order to ensure the continuity of postal services during the pandemic

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:

ASSIGNED:

DUE:

| | | | |
|----|--|--|--|
| 1. | Continue to organize remote meetings of the crisis management team | | |
| 2. | Apply the succession plan (specific delegation arrangements for the continuity of leadership in case key decision makers and executives are absent) | | |
| 3. | Continue to apply teleworking for central office staff. Cellular network and telephone landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available | | |
| 4. | Review procedures for the hiring of supplemental staff if the number of sick or quarantined employees is impacting operational continuity | | |
| 5. | Keep employees, partners and stakeholders up to date on the procedures in place | | |
| 6. | Prepare the activation of the business continuity plan | | |

RESOURCES:

Objective
III-B

Apply procedures to minimize the impact of disruption of the international supply chain or country lockdown

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

| ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Continue to send the IB via EmlS updates on operational conditions and disruption of the postal supply chain | | |
| 2. Continue to monitor EmlS reports published and apply instructions sent by IB circular letter | | |
| 3. Continue to implement alternative transport solutions for international mail <ul style="list-style-type: none"> • Consult the UPU tool (qcsmailbd.ptc.post) • Coordinate with transport providers • Send instructions to related offices/stakeholders • Apply new contract conditions | | |
| 4. Consult the WCO website aimed at assisting supply chain stakeholders with customs issues in relation to the pandemic outbreak (e.g. www.wcoomd.org/en/topics/facilitation/activities-and-programmes/natural-disaster/coronavirus.aspx) | | |
| 5. Continue to inform the IB concerning alternative transport solutions for international mail and related processes and quality of service | | |

RESOURCES:

**Objective
III-C**

Continue implementation of the plan to minimize the impact on postal domestic services in case of pandemic alert

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:
ASSIGNED:
DUE:

| 1. Update and continue to apply the plan to change domestic service work practices | | |
|--|--|--|
| 2. Continue the use of mobile post offices | | |
| 3. Prepare and disseminate instructions concerning widespread use of digital postal services, parcel lockers and electronic signature capture | | |
| 4. Coordinate with government and prepare necessary instructions to diversify services and introduce new social services <ul style="list-style-type: none"> • Discuss with government/stakeholders • Prepare terms of reference • Describe business case and profits • Prepare and send instructions to related offices/stakeholders • Send information to customers • Start offering new services | | |

RESOURCES:
**Objective
III-C**

Continue implementation of the plan to minimize the impact on postal domestic services in case of pandemic alert

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:
ASSIGNED:
DUE:

| 1. Continue to revise and send instructions for staff concerning the use of IT systems and tools | | |
|--|--|--|
| 2. Continue to offer remote access tools for central office staff | | |
| 3. Continue to provide maintenance of IT systems and tools | | |
| 4. Strengthen cybersecurity against IT criminals | | |
| 5. Continue to provide staff with IT assistance (helplines) (e-mail, telephone, app, etc.) | | |

RESOURCES:



Goal IV: Mitigate business risks

PROFITS

Objective IV-A

Put in place/implement postal operator emergency/contingency plan, in order to ensure the continuity of postal services during the pandemic

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:

1. Prepare analysis of financial scenarios for postal company (identify essential services, assess impact on revenue, review applicable insurance policies, etc.)
2. Identify opportunities to free up cash flow
3. Ensure regular conversations with the creditor bank
4. Make the bank aware of the BCP in order to secure more flexible loan arrangements
5. Coordinate the request to government to take into account the postal sector in investment plans designed to boost the economy (e.g. investments in postal built infrastructure, vehicles and digital technology)
6. Start to offer SME and e-commerce support
7. Prepare communications/publicity to disseminate via public sources in order to keep customers and partners informed of the postal operator's business status

ASSIGNED:

DUE:

| ASSIGNED: | DUE: |
|-----------|------|
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RESOURCES:

ANNEX 1.10

PARTNERSHIPS

Objective
IV-B

Put in place/implement postal operator emergency/contingency plan, in order to ensure the continuity of postal services during the pandemic

PHASE 1c: Plans to meet this objective should be developed and implemented during an ongoing pandemic alert (WHO, national agencies, public health authorities, etc.), with continued restrictions on the movement of people, confinement, suspension of international/domestic flights, border closures, etc.

ACTIONS:

ASSIGNED:

DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Prepare analysis of financial scenarios for postal company (identify essential services, assess impact on revenue, review applicable insurance policies, etc.) | | |
| 2. Identify opportunities to free up cash flow | | |
| 3. Ensure regular conversations with the creditor bank | | |
| 4. Make the bank aware of the BCP in order to secure more flexible loan arrangements | | |
| 5. Coordinate the request to government to take into account the postal sector in investment plans designed to boost the economy (e.g. investments in postal built infrastructure, vehicles and digital technology) | | |
| 6. Start to offer SME and e-commerce support | | |
| 7. Prepare communications/publicity to disseminate via public sources in order to keep customers and partners informed of the postal operator's business status | | |

RESOURCES:

PHASE 2: RECOVERY PLANNING

(normalization of the sanitary and epidemiological situation in the country, start of gradual lifting of restrictions worldwide, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown, DOs start declaring force majeure situation over)



Goal I: Maximize the physical and emotional safety of staff

PEOPLE

Objective I-A

Take immediate steps to protect postal staff/customers and prevent the spread of the virus

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:

- | ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Continue to monitor pandemic alerts and media reports (prevent further waves of the pandemic) | | |
| 2. Continue to apply measures to slow the spread of the disease <ul style="list-style-type: none"> • Keep common surface areas and items clean • Maintain a sufficient supply of cleaning and disinfectant agents, personal protective equipment, towels, soap and hand sanitizers, etc. • Continue to remind employees about smart health habits such as handwashing, cough hygiene and staying home while sick | | |
| 3. Continue to provide (if necessary) all postal workers with PPE | | |
| 4. Evaluate (in coordination with health authorities) the continued need for disinfection protocols | | |
| 5. Gradually update the guidelines regarding face-to-face contact and distancing arrangements and prepare instructions (seating in meetings, office layout, shared workstations, interactions during acceptance and delivery of mail) | | |
| 6. Issue new human resource policies and instructions to allow employees to come back to their places of work | | |
| 7. Ensure that all staff are informed that the emergency has been lifted | | |
| 8. Evaluate availability to employees of mental health and social services during the pandemic and improve services as necessary | | |

RESOURCES:

**Objective
I-B**

Continue to maintain a high level of situational awareness regarding the virus threat

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:
ASSIGNED:
DUE:

| | | |
|---|--|--|
| 1. Continue to monitor local, regional, national and international agencies for developments and guidance <ul style="list-style-type: none"> • Register to receive health alert and virus updates from government authorities • Monitor public health authority's pandemic webpage • Monitor UPU IB communications, EmlS, QCS | | |
| 2. Continue to inform all staff about changes to the sanitary and epidemiological situation, as declared by WHO, national agencies, etc. | | |

RESOURCES:
**Objective
I-C**

Reconfiguration of post offices

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:
ASSIGNED:
DUE:

| | | |
|--|--|--|
| 1. Start to gradually update the social distancing measures in post offices | | |
| 2. Continue to use post office network to promote disease prevention behaviours | | |

RESOURCES:



Goal II: Resume operations as quickly as possible following disruptions. Normalize operating conditions and activate a “business as usual” approach

PROCESSES

Objective

II-A

Start preparations to resume operations as quickly as possible, normalize operating conditions and activate a “business as usual” approach

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:

1. Coordinate after-action meeting and report with EMT to determine if pandemic plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan
2. Revise roles and responsibilities for all levels of the organization
3. Develop plan/schedule for the return of central office staff once the pandemic emergency has been lifted
4. Ensure that all staff are informed that the emergency has been lifted
5. Continue to inform employees, partners and stakeholders about changes to the procedures in place
6. Revise the business continuity plan and pandemic recovery plan. Start preparation of the business resumption plan

ASSIGNED:

DUE:

| ASSIGNED: | DUE: |
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RESOURCES:

Objective
II-B Make preparations to resume operations related to postal domestic services

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:**ASSIGNED:****DUE:**

| ACTIONS: | ASSIGNED: | DUE: |
|--|-----------|------|
| <p>1. Prepare the policy and instructions to agencies for developments and guidance</p> <ul style="list-style-type: none"> • gradually open previously closed post offices • change opening/operating hours and begin offering normal (business as usual) services at the domestic level • re-establish delivery service timetables • gradually re-establish full staff complement | | |
| <p>2. Gradually re-establish compliance with delivery standards, in particular with regard to quality of service and remuneration for all categories of mail items</p> | | |
| <p>3. Disseminate information to all customers concerning the resumption of services and renewed compliance with delivery standards</p> | | |
| <p>4. Continue the use of mobile post offices</p> | | |
| <p>5. Prepare policy to continue to use contactless delivery, new delivery options and innovations for domestic operational procedures</p> <ul style="list-style-type: none"> • Parcel lockers • Electronic signature capture • Processing/delivery using robotics | | |
| <p>6. Launch projects aimed at quick modernization, and further development and digitalization of money transfers and postal financial services</p> | | |
| <p>7. Prepare and disseminate instructions concerning wide use of digital postal services, parcel lockers and electronic signature capture</p> | | |
| <p>8. Coordinate with government and prepare necessary instructions to extend the range of social services (e.g. deliver medicine, deliver food for charities, provide mapping expertise to help keep track of infections, deliver spare school equipment to children)</p> <ul style="list-style-type: none"> • Discuss with government/stakeholders • Prepare terms of reference • Describe business case and profits • Prepare and send instructions to related offices/stakeholders • Send information to customers • Start offering new services | | |

RESOURCES:

Objective
II-C
**Implement procedures to resume operations
 within the international supply chain**

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Continue to send the IB EmlS updates concerning <ul style="list-style-type: none"> • resumption of postal operations • international mail exchange • opening of mail routes (new mail routes) • acceptance or non-acceptance of mail for specific destinations (cities, countries and territories) | | |
| 2. Inform countries/stakeholders that delivery of postal items may still be subject to delays, as certain social distancing and other measures remain in place | | |
| 3. Continue to monitor EmlS reports and IB communications in order to <ul style="list-style-type: none"> • determine which countries have resumed mail services • apply instructions provided via IB circular letter • organize mail exchange taking into account open mail routes (and new routes) | | |
| 4. Pursue alternative means of transport (cargo flights, railways, ships) | | |
| 5. Prepare new operational models for different services (EMS, parcels, e-commerce packets, etc.) | | |
| 6. Continue to resolve issues with rerouting <ul style="list-style-type: none"> • Consult the UPU tool on available transport capacity (qcsmailbd.ptc.post) • Discuss with transport providers • Send instructions to related offices/stakeholders • Apply new contract conditions | | |
| 7. Consult the WCO website aimed at assisting supply chain stakeholders with customs issues in relation to the pandemic outbreak (e.g. www.wcoomd.org/en/topics/facilitation/activities-and-programmes/natural-disaster/coronavirus.aspx) | | |
| 8. Continue to improve use of UPU digital networks and electronic messaging (e.g. to meet EAD obligations) | | |
| 9. Resume implementation of UPU IT products (CDS, IPS.post, ITMATT, etc.) | | |
| 10. Participate in IB training on the Global Monitoring System, Integrated Quality Reporting System, EAD, etc. | | |

RESOURCES:

Objective
II-D

Start preparing for employees to return to offices and also maintain remote communications platforms. Ensure the availability, reliability and performance of IT infrastructure

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:
ASSIGNED:
DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|--|-----------|------|
| 1. Continue to provide support and maintenance for IT services | | |
| 2. Consider developing new remote connectivity possibilities for staff and new communications and IT tools for citizens | | |
| 3. Consider extending the use of communication technologies and remote tools implemented during the pandemic <ul style="list-style-type: none"> • Negotiate contracts • Develop methodologies • Conduct procurement • Install systems/equipment • Organize tests and staff training | | |
| 4. Strengthen cybersecurity | | |
| 5. Continue to provide staff with IT assistance (helplines) (e-mail, telephone, app, etc.) | | |
| 6. Make necessary IT preparations for the implementation of UPU IT products (CDS, IPS.post, EAD messaging, etc.) | | |

RESOURCES:



Goal III: Optimize business profile and value

Goal IV: Develop cooperation and partnerships in order to introduce new services and increase the Post's turnover and profits

PROFITS

Objective III/IV-A

Prepare and implement plan and instructions aimed at optimization of business profile and value

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:

ASSIGNED:

DUE:

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|----|---|--|--|
| 1. | Provide analyses of risks, market advantages, and ways to diversify, adapt and change the postal operator's business models <ul style="list-style-type: none"> • Continue to focus on e-commerce services • Diversify postal services through the provision of new social services • Implement financial, business and trade innovations • Launch/develop platform for SMEs | | |
| 2. | Assess budget risks, losses and profits, to ensure balanced management of financial agreements | | |
| 3. | Review finance documentation and related arrangements to assess potential consequences and contingency measures | | |
| 4. | Make the bank aware of the pandemic recovery plan in order to secure more flexible loan arrangements | | |
| 5. | Discuss the possibility of tax deferrals with the taxation authorities | | |
| 6. | Coordinate the request to government for financial support, taking into account the role of postal services as an essential component of the national and global economy and recovery processes. Support may include investments in postal built infrastructure, vehicles and digital technology | | |
| 7. | Continue to offer SME and e-commerce support | | |
| 8. | Continue to prepare communications/publicity to disseminate via public sources in order to keep customers and partners informed of the postal operator's business status | | |

RESOURCES:

PARTNERSHIPS

Objective III/IV-A

Continue fostering an enabling environment to carry out business operations

PHASE 2: Actions under this objective should be implemented in response to the announcement of the gradual lifting of pandemic measures (lifting of restrictions on the movement of people, end of confinement measures, resumption of international/domestic flights, opening of national borders, lifting of nationwide lockdown)

ACTIONS:

ASSIGNED:

DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Continue to coordinate with the UPU IB (EmlS, operational conditions, PPE, mobile post office procurements) | | |
| 2. With UPU support, advocate among government and development partners with a view to integrating the postal sector in government reform programmes for the accelerated development of the digital economy. Encourage increased funding of the digital transformation of the postal sector | | |
| 3. Cooperate with government entities in order to develop new partnership models and open new areas of activity to increase turnover and profits (social services, SME support activities, investment plans) | | |
| 4. Continue to discuss new opportunities and practices with SME owners | | |
| 5. Continue to coordinate with transport providers (cargo flights, alternative methods) | | |
| 6. Continue to coordinate with national customs authorities (mail clearance processes) | | |
| 7. Continue to ensure coordination with internal/external suppliers (PPE procurement) | | |
| 8. Discuss the possibility of tax deferrals with the taxation authorities | | |
| 9. Continue to coordinate with banks (loans, credit conditions) | | |
| 10. Continue to discuss with main (importing, exporting) clients | | |

RESOURCES:

PHASE 3: BUSINESS RESUMPTION PLANNING

(when virus is no longer a threat, pandemic declared over, force majeure situation in countries has been lifted)



- Goal I: Restoration of the business after a pandemic emergency**
- **Improve the resilience of the global postal network**

PEOPLE

- Objective I-A** Continue to strengthen staff protection and reinforce disease prevention behaviours

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:

1. Once a reliable and safe vaccine is available, ensure that staff are vaccinated regularly on a voluntary basis
2. Continue to promote hygiene policies and practices within the designated operator
3. Promote appropriate use and maintenance of sanitation facilities
4. Develop instructions to encourage distancing methods and soft protective rules, and regularize/develop telework where appropriate and possible
5. Educate/remind employees about smart health habits such as handwashing, cough hygiene and staying home while sick
6. Provide annual staff training on DRM/pandemic practices and emergency sanitation programmes

ASSIGNED:

DUE:

| ASSIGNED: | DUE: |
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RESOURCES:

Objective
I-B

Resume normal cleaning routines when advised by the public health authorities that extra measures are no longer needed

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Instruct housekeeping personnel to resume normal cleaning routines and disinfection methods | | |
| 2. Maintain a sufficient supply of cleaning and disinfectant agents, personal protective equipment, towels, soap | | |
| 3. Keep common surface areas and items clean | | |

RESOURCES:

Objective
I-C

Resume normal inventory and supply procedures for cleaning and medical needs

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Establish criteria for stocks of supplies and PPE (masks, gloves, sanitizers, etc.) | | |
| 2. Organize procurement, regularly check PPE supplies | | |

RESOURCES:

PROCESSES

Objective
I-D

Implement plans to gradually restore management functions that were temporarily updated, ensuring that each phase lays the foundation for the next. Include plans to communicate with employees and stakeholders

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:

| | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Inform staff and stakeholders about the return to normal work routines | | |
| 2. Create FAQs and talking points to assist managers | | |
| 3. Study lessons learned after the crisis, assess risks and market opportunities, change rules, and prepare necessary follow-up | | |
| 4. Evaluate the effectiveness of the DRM and BCP policy within the organization. Draw up or revise the emergency plan, business continuity plan, disaster (pandemic) recovery plan and business resumption plan | | |
| 5. Plan and organize training on business continuity planning | | |

RESOURCES:

Objective
I-E

Implement plans to gradually normalize operations within the international supply chain, to fully restore mail flow and improve the resilience of the global postal network

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:
ASSIGNED:
DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|---|-----------|------|
| 1. Continue to inform the IB via EmIS about substantial changes to service conditions and any problems related to the postal supply chain | | |
| 2. Continue to consult the UPU tool consolidating transport solutions by rail and air freight, available via the QCS big data platform (qcsmailbd.ptc.post) | | |
| 3. Look into the possibility of diversifying transport channels for international mail (commercial passenger flights, cargo flights, railways, ships) | | |
| 4. Utilize knowledge gained from pandemic in order to update regulations to ensure sustainability and harmonization across transport methods | | |
| 5. Suggest that the UPU revise international regulations related to transport methods and procedures | | |
| 6. Accelerate projects to connect to the UPU's digital networks through the Customs Declaration System, International Postal System, EAD messaging and other IT tools | | |
| 7. Ensure the capture and exchange of EAD for international postal items containing goods, in order to comply with import customs- and security-based requirements | | |
| 8. Ensure that international postal items bear a barcode identifier (in accordance with UPU Technical Standard S10) that is not duplicated within a period of at least 12 months | | |
| 9. Ensure correct use and transmission of customs declaration forms and related EAD (ITMATT) | | |
| 10. Ensure that an item's S10 identifier is included in a PREDES message sent to the designated operator of destination and is electronically linked (nested) to the S9 identifier of the receptacle containing that item (UPU Technical Standard S9 for identifiers on postal receptacle labels) | | |

RESOURCES:

Objective
I-F

Implement plans to fully resume domestic operations and improve the resilience of the postal network

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

| ACTIONS: | ASSIGNED: | DUE: |
|---|------------------|-------------|
| 1. Re-establish compliance with delivery standards | | |
| 2. Establish and put in place improved quality of service standards for the full range of operations | | |
| 3. Disseminate information to customers concerning the renewed compliance with quality of service and delivery standards | | |
| 4. Implement new ways and technologies used during the pandemic to connect with citizens | | |
| 5. Where possible offer contactless delivery methods (parcel lockers, electronic signature capture, etc.) | | |
| 6. Update rules and processes related to new operational models for traditional services (EMS, e-commerce, financial services, parcels) | | |

RESOURCES:
Objective
I-G

Implement plans to return to normal IT functions

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

| ACTIONS: | ASSIGNED: | DUE: |
|--|------------------|-------------|
| 1. Return to normal IT planning and management routines | | |
| 2. Ensure the availability, reliability and performance of IT infrastructure and the remote communication platform | | |
| 3. Continue to apply and manage new remote communication technologies and tools implemented during the pandemic <ul style="list-style-type: none"> • Renegotiate and sign contracts • Develop methodologies • Conduct procurement • Provide training | | |
| 4. Continue implementation of CDS, IPS.post, EAD messaging (e.g. ITMATT) | | |
| 5. Strengthen cybersecurity against IT criminals | | |
| 6. Take advantage of .POST as an added layer of security for postal Internet activities | | |
| 7. Develop and offer self-service platforms | | |
| 8. Favour multi-cloud and edge architectures | | |

RESOURCES:

ANNEX 3.3

PROFITS

Objective
I-H

Create post-pandemic plans aimed at business development and revenue generation

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:**ASSIGNED:****DUE:**

| ACTIONS: | ASSIGNED: | DUE: |
|--|-----------|------|
| 1. Analyze postal market needs, including the shift from a model based on the movement of letters or documents to one based on the movement of goods, and offer postal financial and social services. Implement new business models | | |
| 2. Seize market opportunities | | |
| 3. Take advantage of the surge in the parcel segment to generate revenue for investments in structural and digital transformation | | |
| 4. Mainstream and commercialize the social services provided to help government during the pandemic | | |
| 5. Further develop “promising” postal products and services that were in high demand, helped governments, or increased volumes of small packets and parcels during the pandemic <ul style="list-style-type: none"> • E-commerce • Financial services • E-services, etc. | | |
| 6. Prepare plans for financing of enterprise digitalization and implementation of new technologies | | |

RESOURCES:



- Goal II: Renovation of postal services**
- **Increase digitalization through agile practices**
 - **Drive infrastructure-led innovations**

PEOPLE

Objective II-A

Put in place digital transformation strategies

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:

ASSIGNED:

DUE:

| ACTIONS: | ASSIGNED: | DUE: |
|--|-----------|------|
| 1. Analyze and utilize knowledge gained from pandemic in order to strengthen digital capacity and digital transformation strategy. Accelerate investment in paperless customs declarations, data exchange at the national and international level, processing using robotics, new delivery methods, and full digitalization of postal financial services | | |
| 2. Increase digitalization through agile practices and foster a service management mindset | | |
| 3. Develop proposals aimed at updating the traditional postal service supply chain, shifting to digitalization on all legs | | |
| 4. Prepare a plan for maximum digitalization of operational processes through innovations in the area of distribution and the integration of contactless delivery | | |
| 5. Implement future digital transformation readiness approach <ul style="list-style-type: none"> • Digital change management • Increase digitalization through agile practices • Drive infrastructure-led innovations • Ensure digital readiness of activities • Customize digital communication • Training and learning on digital transformation | | |
| 6. Provide annual staff training on DRM/pandemic practices and emergency sanitation programmes | | |
| 7. Conduct digital transformation and readiness assessments (remotely or on site depending on available resources) | | |
| 8. Implement projects aimed at e-commerce and e-services development; digitalization of postal operations; postal financial inclusion; financial services development; e-social services development; implementation of CDS, IPS.post, EAD messaging (e.g. ITMATT) | | |
| 9. Promote the use of robotics in autonomous sorting and new delivery methods (e.g. drones) | | |

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| 10. | Continue to develop contactless digital technologies and new digital communication services and technologies to connect with citizens | | |
| 11. | Analyze best practices and participate in twinning projects between digitally advanced Posts and Posts willing to engage in digital transformation journey | | |
| 12. | Bring employees on board with digital transformation | | |

RESOURCES:

Objective

II-B

Develop digital platforms for SME support

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:**ASSIGNED:****DUE:**

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| 1. | Study SME needs and related best practices (methodologies) for development of digital platforms for SMEs | | |
| 2. | Study financial implications of such platforms | | |
| 3. | Discuss government grants | | |
| 4. | Conduct projects to create and roll out digital platform for SMEs | | |

RESOURCES:



Goal III: Application of new role with regard to government social policies

PEOPLE

Objective III-A

Develop government partnership aimed at adoption of a sound regulatory framework in emergencies

PHASE 3: Plans to meet this objective should be developed and implemented after the pandemic has been declared over and the situation inside the country and elsewhere has normalized (business as usual); virus is no longer a threat

ACTIONS:

1. Coordinate with government and develop partnerships in order to showcase the Post's role in achieving socio-economic goals and helping offset the impact of the pandemic on communities, providing an alternative channel for consumption, work and communication
2. Discuss with government and stakeholders the need for common digital capacity/digital transformation strategies
3. In conjunction with government, evaluate the relevance of the national regulatory framework in case of emergency (force majeure, USO definition, delivery, prices, etc.)
4. Advocate for measures at national level where necessary, such as regulatory relief, in order to keep Post operating as an essential service (flexibility in delivery standards, pricing, etc.)
5. Amend national regulations as appropriate in order to take into account the role of the Post as an essential service with the aim of providing more flexibility during crisis situations
6. Build a strategy and policy recommendations based on Posts' best practices during the pandemic, so as to offer government a network for public policies (social, health, education, SME support, poverty reduction, financial inclusion, information channels, economic growth, etc.)
7. Ask government to invest in postal built infrastructure, vehicles and digital technology. Ensure new infrastructure is both low-carbon and also resilient to an increasingly variable climate

ASSIGNED:

DUE:

| ASSIGNED: | DUE: |
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RESOURCES:





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