

# REQUEST FOR INFORMATION

## Syrian Post Strategic Development Partnership

*Ministry of Communications and Information Technology (MoCT)*

*Syrian Arab Republic*

*March 2026*

<b>Document Reference</b>	RFI-MoCT-SYRPOST
<b>Issuing Authority</b>	Ministry of Communications and Information Technology (MoCT), Syrian Arab Republic
<b>Date of Issue</b>	15 March 2026
<b>Response Deadline</b>	15 April 2026
<b>Process Type</b>	Request for Information (RFI) only — not a tender or award process
<b>Classification</b>	Restricted — For Authorized Respondents Only

### 1. Purpose of this RFI

MoCT invites information from qualified tier-1 private-sector operators, investors, and consortia regarding a possible long-term franchise through a Strategic Development Partnership for the Syrian Post.

This RFI is intended to help MoCT assess market interest and delivery capability for a national-scale postal transformation program; test the practicality of a franchise structure for Syrian Post; obtain market feedback on appropriate investment priorities and implementation sequencing; and inform the design of any future franchise, procurement, or negotiation process.

MoCT encourages submissions from single entities as well as appropriately structured consortia with complementary operational, technical, and financial capabilities.

This RFI is not a tender, request for proposal, or commitment to award. MoCT may amend, suspend, or withdraw this process at any time and may engage with one or more parties without obligation.

### 2. MoCT Strategic Vision

Syria's geographic position has historically made it a natural corridor for trade and commerce. Restoring that role in the digital economy requires infrastructure that connects Syrian producers, merchants, and consumers to regional and global markets at the last mile. National postal operators in comparable markets have demonstrated that a modernized post can transform from a legacy institution to a foundational layer for logistics and digital services: one that enables MSME commerce, supports financial inclusion, and anchors the physical delivery infrastructure on which e-commerce depends.

MoCT's objective in pursuing this franchise is to unlock that potential, transforming Syrian Post from a residual state service into an active enabler of economic participation, trade connectivity, and digital access for Syrian citizens and businesses across all governorates.

MoCT's objective is to transform Syrian Post from a legacy mail operator into a modern national platform for universal postal access across all governorates; parcel and e-commerce logistics, especially for MSMEs; citizen-facing digital and government service access; selected postal financial services, subject to law and regulation; and operational modernization, including digital systems, workforce capability, and environmental improvement.

MoCT expects any future partnership or franchise model to support both commercial viability and public service obligations.

### 3. Current Context

MoCT recognizes that Syrian Post operates in a challenging environment characterized by infrastructure damage, limited automation, fragmented ICT systems, uneven service standards, constrained fleet capacity, and a complex legal and financial context. Respondents are therefore invited to provide practical, phased views grounded in operational reality.

MoCT is developing a competitive postal market framework intended to encourage multiple participants and expand service delivery across the sector. Accordingly, this RFI should not be interpreted as seeking or implying exclusivity for any single investor, operator, or service provider. Rather, the objective is to attract investment and expertise that can support the development of an open, competitive postal market and stimulate growth in related services, including e-commerce, parcels, logistics, and last-mile delivery.

Syria is a member country of the Universal Postal Union, and as such, it is subject to the obligations set out in the UPU Acts, including ensuring that its designated postal operator fulfills the requirements of the Universal Postal Convention and related regulations for the provision of postal services and international postal exchange.

#### 3A. Indicative Existing Asset Base and Operating Baseline

MoCT notes that Syrian Post has an existing national operating footprint and legacy asset base, the condition, completeness, and service readiness of which vary materially across locations and functions.

- postal branches and service points distributed across governorates;
- central and regional mail handling and sorting functions;
- international mail exchange functions;
- transport and delivery assets of varying age and condition;
- legacy furniture, counters, safes, and operational equipment; and
- ICT infrastructure, software, connectivity, and data assets supporting postal operations.

MoCT recognizes that these assets are not presently uniform in condition, utilization, legal status, or technical readiness. Some assets remain operational, some require rehabilitation or replacement, and

some may require legal, technical, or commercial verification before inclusion in any future franchise structure.

Respondents should therefore base their submissions on a phased validation approach. MoCT may, at a later stage and subject to process design, make available additional information regarding asset categories, facility status, network footprint, and operational baseline data to qualified parties.

## 4. Scope of Information Requested

Respondents should organize their submissions under the headings below. MoCT is seeking credible, decision-useful information, not unnecessary detail. Where exact figures are not yet possible, respondents may provide reasoned ranges, assumptions, and conditions. MoCT expects respondents to clearly distinguish between assumptions, verified inputs, and dependencies that require further due diligence.

### 4.1 Respondent Profile and Relevant Experience

**Mandatory.** Please provide:

- a. legal identity and ownership structure of the responding entity or consortium;
- b. lead party and roles of key partners, if responding as a consortium;
- c. summary of relevant experience in postal operations, parcel logistics, e-commerce enablement, digital services, financial services distribution, or similar public-service franchises;
- d. examples of comparable transformation programs, particularly in emerging, fragile, or post-conflict environments; and
- e. summary of sanctions, compliance, and cross-border operating experience relevant to Syria.

### 4.2 Proposed Strategic and Implementation Approach

**Mandatory.** Please provide:

- a. the operating model you would propose;
- b. the principal service lines you consider viable in the Syrian context;
- c. the implementation sequence you would adopt across three horizons: turnaround and restoration, growth and capability build-out, and service maturity and sustainable scale;
- d. the critical milestones, dependencies, and constraints in each horizon; and
- e. the principal assumptions that must hold for successful delivery.

MoCT is particularly interested in responses that demonstrate practical sequencing rather than undifferentiated end-state ambition.

### 4.3 Indicative Investment and Commercial Model

**Mandatory.** Please provide:

- a. the likely scale and categories of investment required in the first five years;
- b. the main revenue drivers you see across postal, logistics, digital, financial, and government-related services;
- c. the likely ramp-up period before operational stabilization;

- d. the principal commercial risks; and
- e. any conditions required for the opportunity to be commercially viable.

Respondents may provide indicative ranges rather than fixed figures at this stage.

#### 4.4 Operations and Network Modernization

**Mandatory.** Please provide:

- a. branch network rehabilitation and service-point rollout;
- b. sorting, hub-and-spoke, and transport operations;
- c. last-mile delivery and route planning;
- d. addressing and location-data challenges;
- e. service standards and universal service delivery in underserved areas;
- f. the proposed mix of service-point formats, including as applicable full-service branches, compact branches, postal agencies, mobile service units, pick-up/drop-off points, automated collection infrastructure, and digitally supported access channels; and
- g. the principles you would apply in determining which existing assets should be reused, rehabilitated, repurposed, or replaced.

MoCT is particularly interested in views on the level of network modernization feasible within the first 12 and 24 months, and on the minimum operating standards that should apply across different service-point formats.

#### 4.5 Digital, Technology, and Data Architecture

**Mandatory.** Please provide:

- a. the core technology platforms required for a modern postal operator;
- b. shipment tracking, customer interfaces, and merchant tools;
- c. integration with government systems and national digital platforms;
- d. data hosting, cybersecurity, and disaster recovery requirements;
- e. how data sovereignty should be protected in any future franchise;
- f. the minimum digital capabilities required at launch, including branch systems, handheld or field devices, track-and-trace functionality, operational reporting, and customer support tools; and
- g. the approach to business continuity, system resilience, and service availability for critical operational platforms.

MoCT expects all proposed solutions to be legally and operationally viable in the Syrian environment.

#### 4.6 E-Commerce and Merchant Enablement

**Preferred.** Please provide:

- a. merchant portal or service platform;
- b. APIs or platform integrations;
- c. COD and settlement services;
- d. warehousing, fulfillment, return logistics, or click-and-collect services;
- e. merchant onboarding strategy outside major urban centers; and

- f. phased deployment logic, including which merchant and e-commerce services could realistically be launched in an initial phase and which would depend on later operational, legal, customs, or market readiness.

MoCT is particularly interested in practical approaches that support MSME participation beyond the major commercial centers.

#### 4.7 Postal Financial Services

**Preferred.** Please provide:

- a. domestic transfers and payment services;
- b. bill collection and government fee collection;
- c. remittance partnerships;
- d. wallet or agent-assisted digital payment services; and
- e. insurance or savings product distribution.

Respondents should identify any legal, regulatory, banking, or sanctions constraints relevant to these services.

#### 4.8 Workforce Transition and Localization

**Mandatory.** Please provide:

- a. your approach to workforce assessment and transition;
- b. training and capability development priorities;
- c. localization of management and technical roles;
- d. principles for employee protections and change management; and
- e. the governance arrangements you would establish to manage a transformation program of this scale, including any dedicated implementation, transition, or program-management structure.

MoCT seeks practical approaches that balance modernization with social stability and execution discipline.

#### 4.9 Risk Allocation and Government Support

**Mandatory.** Please provide:

- a. FX and inflation risk;
- b. sanctions and vendor risk;
- c. political and regulatory change;
- d. security and access constraints;
- e. USO affordability;
- f. asset rehabilitation risk;
- g. technology and cybersecurity risk; and
- h. dependencies on government action, coordination, approvals, legal reform, or inter-agency support.

Please also identify what forms of government support or enabling action would likely be necessary for a franchise to succeed.

## 5. Specific Market Feedback Requested by MoCT

In addition to the above, MoCT specifically invites views on the following matters:

- a. What franchise term would be most practical and financeable?
- b. What level of exclusivity, if any, is justified, and in which service categories?
- c. How should universal service obligations be defined, funded, and monitored?
- d. What tariff-setting and tariff-adjustment mechanism would be workable in a volatile inflation and exchange-rate environment?
- e. What revenue-sharing model would best balance public returns and investor sustainability?
- f. What is the most realistic approach to national addressing and address-data governance?
- g. Which services should be mandatory at launch, and which should be phased later?
- h. What minimum legal, regulatory, and institutional reforms would be needed before a formal franchise process?

This section is particularly important. MoCT welcomes candid and evidence-based views.

### 5.1 Additional Market Feedback on Asset and Rollout Readiness

- a. What minimum level of asset, facility, and network verification is necessary before a respondent could move from an indicative interest to a binding commitment?
- b. What types of existing state assets are typically most suitable for immediate reuse in a postal transformation program, and which are usually better replaced?
- c. What operational capabilities should be prioritized in the earliest implementation phase in order to build public confidence and commercial momentum?
- d. What degree of rollout standardization is advisable across governorates, and where should local operating adaptation be expected?

## 6. Response Format

Responses should be concise, structured, and decision-oriented.

<b>Submission Language</b>	Preferably Arabic. English is acceptable.
<b>Suggested Annexes</b>	Corporate profile; relevant project references; indicative organization chart; indicative implementation roadmap; indicative risk matrix; sanctions/compliance statement; summary financial capacity statement; and high-level asset assessment methodology or due-diligence approach, if available.
<b>Stage Expectation</b>	Detailed bid-stage materials are not required at this RFI stage unless the respondent wishes to provide them.

## 7. Confidentiality

MoCT will treat responses as confidential and use them solely for policy design, market assessment, franchise structuring, and related due diligence.

Respondents should clearly mark any commercially sensitive material.

Submission of a response does not create any right, preference, exclusivity, or entitlement in favor of any respondent.

## 8. Evaluation and Use of Responses

This RFI is primarily a market-sounding exercise. MoCT may review responses against the following broad criteria: the relevance and credibility of the experience; the practicality of the proposed operating approach; the realism of investment and commercialization assumptions; the strength of technology, compliance, and data governance thinking; the understanding of Syria-specific constraints; and the quality of market feedback on franchise design.

MoCT may also consider the degree to which a response clearly distinguishes among immediately deliverable measures, medium-term investments, and longer-term optional expansions.

MoCT may use responses to refine the future franchise structure; determine whether and how to proceed to a later stage; identify issues requiring legal or regulatory reform; and invite selected respondents to technical dialogue or further discussions.

## 9. Indicative Next Steps

Following review of responses, MoCT may choose one or more of the following paths: further market consultations; technical dialogue with selected respondents; development of a formal franchise framework; issuance of a future RFQ, RFP, or negotiated process; or suspension or redesign of the initiative.

MoCT is under no obligation to proceed to any subsequent stage.

## 10. Contact

All communications regarding this RFI must be submitted in writing exclusively through the following channel:

Ministry of Communications and Information Technology  
Syrian Arab Republic  
SyrianPostRFI@moct.gov.sy

## 11. Disclaimer

This RFI is issued solely to obtain information and market feedback. It does not constitute a call for bids, an offer capable of acceptance, a commitment to negotiate, a commitment to shortlist or select any party, or a legally binding obligation of any kind.

MoCT reserves the right, at its sole discretion and without liability, to amend, suspend, withdraw, or replace this process at any time.

Respondents bear all costs of preparing and submitting responses.