



MODERNIZING THE MEXICAN POSTAL SERVICE: RECOMMENDATIONS FOR A SOLUTION

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Executive Summary

The problem

SEPOMEX – a short name for the Mexican Postal Service – was born in 1986 as a statutory corporation, with a mandate to provide postal and parcel services throughout the country. Twenty years later, SEPOMEX is in great trouble: Mexicans are sending one fifth the mail volume expected for a country with their average income level; SEPOMEX's services are widely believed to be unreliable; thousands of small private firms are providing “parallel post services” even in the face of a legally-mandated monopoly over correspondence, and such firms already control 40% of the market.

Why is it important?

There are many reasons to believe that a strong, efficient, relatively cheap mail service is important for a developing country. It provides a basic means of communication linking the entire population, enabling small and remote communities to participate in the market. It also enables the “new economy”, as internet purchases can be inexpensively delivered by mail. Ultimately, by keeping transportation and communications costs down, an efficient Post allows society to spend its resources elsewhere.

Moreover, postal services appear to be quite resilient to the dramatic increase in the use of digital communications which the world has witnessed in the last decade; the experience of the heaviest internet-using countries in the world indicates that consumers still value and use regular mail services.

The Policy Questions

This Analysis aims to answer the following questions:

1. What is the current operational and financial situation of SEPOMEX?
2. What is the essential nature of the sources of SEPOMEX's current problems?
3. Which options are typically used across the world, for structuring postal services? How feasible are they in the Mexican legal context?
4. What are the politics surrounding potential postal reform attempts?; and
5. What is the best alternative to modernize the Mexican Postal Service?

Findings

Our analysis of available evidence allows us to conclude that SEPOMEX is seriously constrained by the lack of enforcement of its legally-mandated monopoly, and by an inadequate legal framework. The organization's troubles do not stem –essentially – from inefficiency in the use of available resources.

Indeed, we found that:

- The Mexican Government has chosen to turn a blind eye on current violations on SEPOMEX's monopoly area. Private firms are ‘skimming the market’, capturing profitable, primarily-urban areas and leaving the Post with high-cost, unprofitable ones; this prevents it from cross-subsidizing and seriously compromises its financial viability. As the situation worsens, it is progressively less likely that the Federal Government will effectively enforce the law, simply because SEPOMEX does not have the capacity to take care of the additional workload unless it receives substantial investment.

- Despite such an adverse environment, SEPOMEX's financial and operational indicators have improved significantly over the last 5 years. Operating Results are increasing and could turn positive during 2006; Average Unit Income (revenue per letter) has increased by 77% and Average Unit Loss is decreasing. Furthermore, SEPOMEX handles a very reasonable amount of letters per employee; in addition, Revenue per employee has increased by 44% in real terms.
- Sadly, the restrictions imposed by SEPOMEX's institutional structure prevent the organization from having adequate levels of funding and the flexibility to appropriately cater to its market.

Postal Reform is urgently needed in Mexico. The status-quo implies that Mexican's postal needs are being seriously neglected.

The international experience

During the past two decades, there has been a global trend to transform Postal Services, from public departments to statutory corporations, and then to corporations ruled by private corporate law. Some countries have gone a step further, liberalizing and privatizing the entire postal market; however, these countries are yet a few and have traveled that path over long periods of time. We analyzed the most successful Postal Services in the world and found they do not share a common legal status. We also found that privatization of the postal market is not a consensus even among rich countries, and that it is not a necessary condition to have a successful postal provider. What successful Posts do have in common are the following features: 1) they are financially healthy, and 2) they have greatly expanded their line of products and services.

Options

We designed five different reform options. Our team then analyzed each one in terms of economic efficiency, distributional concerns and political feasibility.

Conclusions and Recommendations

We conclude that the best option for reform in Mexico is one which we labeled "Unshackling SEPOMEX". It is a reasonably efficient solution that could garner enough political support. Reform under such option would include the following main features:

- 1) SEPOMEX's Monopoly over correspondence would be reduced to 350g (down from 1 kilo) and dimension limits on the legal definition of 'correspondence' would be eliminated; an exception for accelerated delivery with tracking services would be provided;
- 2) SEPOMEX would be granted full managerial autonomy by changing the composition and powers of its Governing Board;
- 3) A regulatory agency would be empowered to enforce the law and regulate the postal, parcel and courier markets;
- 4) SEPOMEX would be guaranteed a low government transfer;
- 5) The organization's mandate would be extended as to include mail-related activities; and
- 6) The system by which some public organizations (e.g. political parties and Judicial Tribunals) are entitled to use SEPOMEX's services free of charge, would be eliminated.

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1. The Client

Fundación para la Implementación, Diseño, Evaluación y Análisis de Políticas Públicas, Fundación IDEA, A.C. is one of Mexico's first policy think-tanks. As such, it examines the country's most important public problems and proposes rigorously designed public policies to solve them. *Fundación IDEA* was founded in July 2005 by a group of graduates from Harvard's Kennedy School of Government and London School of Economics. More information can be found at www.fundacionidea.org.mx

2. A Context for the Analysis

SEPOMEX – a short name for the Mexican Postal Service – was born in 1986 as an independent public entity when then-President Miguel de la Madrid signed and published the *Law of the Mexican Postal Service* as well as the *Decree that creates the entity called Mexican Postal Service*¹. SEPOMEX is a statutory corporation, ruled by private-sector laws.

Twenty years later, SEPOMEX is in serious trouble. The magnitude of the organization's hardships is exemplified by the following pieces of information:

- In year 2003 the influential *Reforma* newspaper published the results of an experiment it undertook, which illustrated the delays typically faced by Mexicans when using their postal service. The newspaper sent 16 letters between different points within the country; 6 took between 7 and 11 days to arrive at their destination, including one which took 7 days to travel between 2 different points within the greater Mexico City area. The other 10 letters had not arrived by the time the story was published – 13 days after they were initially posted².
- In year 2001, the Global Competitiveness Report performed an international survey on the degree of confidence that different countries' inhabitants had in their local postal service. Mexicans turned out to be the 15th most distrustful, out of 75 countries³.
- As a natural response to the abovementioned situations, several thousand small private companies are currently offering “parallel post”⁴ services throughout the Mexican territory. These companies are thriving even in the face of a legally-

¹ “Ley del Servicio Postal Mexicano” and “Decreto por el que se crea el organismo descentralizado denominado Servicio Postal Mexicano”, respectively.

² “Atrasan cartas en el Edomex”, *Reforma*, November 12th, 2003.

³ Global Competitiveness Report, World Economic Forum, 2001-2002, page 358

⁴ SEPOMEX employees usually refer to extralegal posts as “parallel posts”. A SEPOMEX administration official who chose to remain unidentified estimated the number of “parallel posts” at between 5 and 6 thousand (interview held during January 2006).

mandated monopoly that SEPOMEX has over correspondence⁵, and already seem to have captured some 40% of the overall postal market⁶.

- In year 2001, Mexico's Communications and Transportation Minister declared SEPOMEX was essentially bankrupt⁷. By year 2002 the list of clients lost to "parallel competition" already included BBVA Bancomer (the second largest bank in Mexico), HSBC, Axtel (a large telephone company) and Gas Natural (a large retail gas distribution firm)⁸. On December 2005, a national newspaper published excerpts from a leaked internal SEPOMEX report, in which the service acknowledged that it could lose its two largest clients (Banamex-Citibank and Telmex, the largest bank and the largest telephone company in the country, respectively) unless it received a substantial amount of money, urgently needed for modernization purposes⁹.
- Finally, when in year 2005 the Mexican Congress passed a law that allowed Mexicans abroad to vote in presidential elections, SEPOMEX announced that it could not guarantee the security for mail-in ballots cast abroad for 2006's election, unless it received additional funding¹⁰.

What is the actual status of SEPOMEX? What can the Mexican Government do to improve the postal service that Mexicans receive? Can SEPOMEX be "fixed" and thus be part of the solution, or should Mexicans consider alternatives such as privately-supplied services? What proposal should *Fundación IDEA* push for, in the Mexican public agenda? These are the broad questions that this analysis endeavors to answer.

⁵ Ley del Servicio Postal Mexicano. <http://www.sepomex.gob.mx/Sepomex/Acerca+de+Sepomex/Legales/>

⁶ Estimate by a SEPOMEX official who chose to remain unidentified, based on the size of the accounts of large corporations (e.g. banks and utilities) that the organization does not currently serve.

⁷ "Correos y telégrafos, en quiebra.- Cerisola", Reforma, December 6th 2001

⁸ "Prefieren firmas servicio privado", Reforma, Noviembre 11, 2002.

⁹ "Agonía final del Correo; ineficaz y con alta nómina", El Universal, Diciembre 28 del 2005.

¹⁰ <http://www.esmas.com/noticierostelevisa/mexico/448861.html>

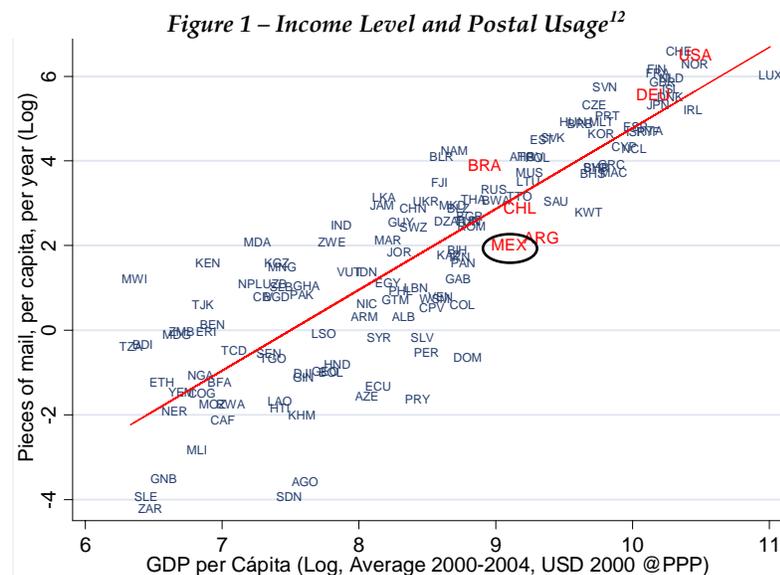
3. Is the Post an important topic?

3.a Nations' development and postal usage

There are, indeed, many reasons to believe that a strong, efficient, relatively cheap mail service is important for a developing country¹¹. It provides a basic means of both personal and business communication linking the entire population. It provides a convenient means for small-package transportation, enabling small and remote communities to participate in the market. And it enables the “new economy”, as internet purchases can be delivered by mail. By keeping transportation and communications costs down, an efficient mail allows society to spend its resources elsewhere.

As Figure 1 shows, there is a strong correlation between countries' per capita income level and their postal usage: richer countries send considerably more mail than poorer ones. Taking *Gross Domestic Product (GDP) per capita* as a predictor for postal usage, Mexicans should be sending some 62 pieces of mail per year¹³ – instead, they send 7.6,

according to official SEPOMEX data¹⁴. And even if we scale up the usage figure to 12.7 annual pieces of mail per inhabitant, so as to consider that SEPOMEX actually handles about 60% of the total mail in the country, Mexicans would still be using about one fifth of the mail volume predicted by their average income level¹⁵.



Source: Authors' calculations on Data from WDI and UPU

¹¹ Rationale taken from Ranganathan, Kumar; Dey, Rohini; [Redirecting Mail: Postal Sector Reform; World Bank and Universal Postal Union](#); June 1998, p. 1.

¹² The figure uses logarithmic axes merely for graphical representation purposes. For instance, Mexico, with a GDP per capita level of \$ 8,917.76 and Postal usage of 7.58 letters per capita, is graphed at point (9.096 = log(8917.76), 2.026 = log(7.58)). The line is estimated by a bi-variate Ordinary Least Squares regression.

¹³ Authors' calculation on Data from the Universal Postal Union (UPU) internet database (<http://www.upu.org/statistics/en/index.shtml>) and World Development Indicators (WDI). See Appendix A.

¹⁴ The 7.6 annual letters per capita is an average for the 2000 – 2004 period.

¹⁵ This results from dividing 7.6 by 60% (which is the current estimation for SEPOMEX's share of the postal market). Official estimates by SEPOMEX on the size of the postal market (e.g. PowerPoint presentation for

The strikingly low use of postal services in Mexico is even more evident when compared against that of similar countries. As we can see in Table 1, Malaysians and Brazilians use almost 4 times the amount of mail than Mexicans do. Moreover, Americans, who have an average income roughly 4 times that of Mexicans, send about 52 times more mail than their neighbors.

<i>Table 1 – Postal usage and Income per capita</i>		
	<i>GDP per capita USD, PPP @2000 (Average 2000-'04)</i>	<i>Letters/person/year (Average 2000-'04)</i>
China	\$ 4,420	18.1
Brazil	\$ 7,471	49.6
México	\$ 8,918	7.6 (SEPOMEX) 12.7 (Total)
Malaysia	\$ 8,898	48.1
Chile	\$ 9,669	18.1
South Korea	\$ 17,498	105.1
USA	\$ 34,862	669.3

Source: Authors' calculations on data from WDI and UPU

The lack of an efficient, reliable postal service inflicts unnecessary costs on Mexican businesses and population, forcing them to spend financial resources on alternate, relatively-expensive communication and transportation solutions. People who need to send important documents use companies like *DHL* or *Estafeta* even if delivery is not urgent, and they do it at a high cost: sending a document by using *Estafeta's* 2-day service costs between \$7.70 and \$11.45, depending on distance¹⁶. Comparatively, the minimum wage in Mexico is set at \$4.57 a day¹⁷. Even small-sized companies hold messengers on payroll to deliver business communications that companies in developed nations simply send by mail. Paying with a mail-in check is virtually unheard of; most people stand in line to pay their bills in person at the bank or at the company's offices. A company like eBay, that has provided the opportunity for Americans to access large markets from home and from out-of-the-way rural areas, could not thrive in Mexico. Neither could a company like Netflix exist, as it could not possibly compete with traditional video rental companies if using courier services.

Furthermore, the lack of an efficient postal service is likely to affect poor population the most. This is because the poorest inhabitants are commonly located in rural, hard-to-access areas, which typically end up having the worst standards of postal service.

Briefing to the Senate, by Gonzalo Alarcon Osorio, October 14th 2004) indicate 17 letters per inhabitant per year, but that figure includes the volume handled by courier services (which are not included in other countries' figures).

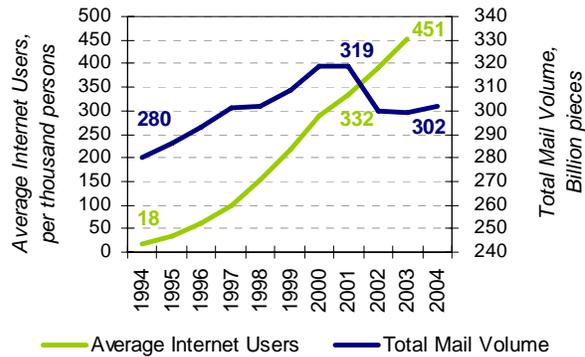
¹⁶ <http://www.estafeta.com/precios/nal2diaspre.jsp>. By March 18, 2006, Estafeta's lowest rate for 2-day delivery of documents (weighing up to 1 kg) was \$71.30 pesos and the maximum one \$106.06 pesos (plus the Value Added Tax). These were converted to dollars by using an exchange rate of \$10.65 pesos per dollar.

¹⁷ <http://www.conasami.gob.mx/Archivos/TABLA%20DE%20SALARIOS%20MÍNIMOS%20PROFESIONAL ES/2006.pdf>. Considering the \$48.67 pesos minimum wage for Geographical Area «A» and an exchange rate of \$10.65 pesos per dollar.

3.b The Post in the internet era

The dramatic increase in the use of digital communications over the past decade has given rise to questions about the relevance of postal services – and their very future – in an internet era.

Figure 2 – Evolution of Internet and Postal Usage, in heaviest internet-using countries



Source: Authors' calculations on data from WDI and UPU

However, the experience of the heaviest internet-using countries is that consumers still value and use regular mail services.

Figure 2 shows the evolution of internet penetration and total mail volume, for the 20 heaviest internet-using countries¹⁸. As we can see, between 1994 and 2003 internet penetration increased by 2,355% while postal volume increased by roughly 7%. Mail volume decreased during 2002 and 2003; however, the drop implies only a 6% decrease from 2001's peak point.

The resilience of postal services seems to be explained by the importance of printed documents for business and commercial purposes. While users are increasingly relying on e-mail for personal communications, recent research has shown that they still have strong preferences for regular mail when it comes to commercial documents. For instance, in market surveys conducted in the United States (the 6th heaviest internet-using country in the world¹⁹) during 2003, 75% of respondents said they preferred to receive commercial advertisements by regular mail. Even more importantly, preferences for regular mail remained roughly constant between 1999 and 2003, a period in which e-mail penetration almost doubled²⁰. Very similar results have been found in Australia and Finland, which are the 5th and 7th heaviest internet-using countries in the world.

Comparatively, Mexico ranks at the 75th place on internet penetration, with 118 users per thousand inhabitants²¹. In such a context, and given other countries' experience, there are no reasons to suspect that digital communications will replace regular mail anytime soon in Mexico.

¹⁸ As measured by the number of internet users per 1,000 inhabitants. The countries are: Australia, Barbados, Belgium, Cyprus, Denmark, Estonia, Finland, France, Germany, Iceland, Japan, South Korea, Latvia, Luxembourg, Malaysia, Norway, Singapore, Slovenia, United Kingdom and the USA. The list was determined by the authors, based on data from the World Bank (World Development Indicators). We ignored heavy internet-using countries for which reliable postal figures were not available.

¹⁹ In 2003, the United States had 551 internet users per 1,000 people. Finland had 534 (5th place), while Australia had 567 (7th place).

²⁰ In surveys conducted by Pitney Bowes in the US, roughly 75% of respondents preferred to receive advertisement material by regular mail, both in 1999 and 2003. In the same surveys, e-mail penetration increased from 34% to 62%. Source: Elkelä, Kari (Finland Post Corp.), "Paper or Electronic?", Chapter 17 in "Regulatory and Economic Challenges in the Postal and Delivery Sector" (Michael Crew and Paul Kleindorfer, editors), Kluwer Academic Publishers (New York: 2005). Pp 334-354.

²¹ Mexico had 13 users per 1,000 persons in 1998; 27 in 2000 and 118 in 2003. Source: WDI Database.

4. The Policy Questions

Specifically, this analysis seeks to answer the following questions:

6. *What is the current operational and financial situation of SEPOMEX?*
7. *What is the essential nature of the sources of SEPOMEX's current problems? In other words, is it an operational issue (that is, of inefficiency in the use of available resources), of insufficient funding, and/or of an inadequate legal framework?*
8. *Which options are typically used across the world, for structuring postal services? How feasible are they in the Mexican legal context?*
9. *What are the politics surrounding the Mexican Postal Service and potential attempts to reform the postal system?; and*
10. *What is the best alternative to modernize the Mexican Postal Service, given existing political constraints? Does the best alternative imply the continuance of SEPOMEX's existence?*

5. Methodology for the Analysis

The following two main sources of information were used in performing this analysis:

- Literature Review

Our review included publicly available information about SEPOMEX, such as audited financial statements and reports on workforce and equipment. We also examined PowerPoint presentations used by SEPOMEX officials at briefing meetings to Representatives and Senators, which the latter kindly provided. We reviewed existing literature on the international postal sector, available from public sources such as the World Bank, the Universal Postal Union, the National Bureau of Economic Research, and the United States Postal Service. Finally, we reviewed several books written on the topic – a complete bibliography can be found in Appendix B.

- Interviews

During December 2005 and January 2006, our team interviewed several SEPOMEX administration members; two random employees and one former employee. The objective was to obtain valuable insights and information on the Service's situation. We also interviewed several Representatives and Senators from the main political parties, as well as the Communications Undersecretary, to get a clear idea of the politics surrounding any reform attempt. A complete list of interviewees is provided in Appendix C.

6. Limitations of the Study

The nature of a Policy Analysis Exercise, as well as constraints on resources and mostly on time, inflicted the following limitations on this study:

- a) When analyzing SEPOMEX's performance and determining the nature of its problems, we used broad, publicly-available data; information obtained on interviews, and cross-country comparisons as a benchmark tool. We did not perform on-site analyses on its operations, which could have further revealed opportunities for operational improvements. However, given that our study focuses on the overall situation of SEPOMEX and the essential nature of its difficulties, such limitation does not compromise the reliability of our results.
- b) When choosing potential interviewees for our political-context analysis, we chose to identify key opinion leaders within each of the main 4 parties, and take their opinion as a predictor of their parties' eventual position on the topic. We did not interview every Representative or Senator. Moreover, despite persistent efforts on our part, we were not able to interview a representative for the PAN party, although we did interview Mr. Jorge Alvarez-Hoth, who we consider a representative for the opinion of the Fox Administration (and thus, indirectly, of the PAN party) given his position as Communications Undersecretary. Furthermore, due to the constitutional prohibition on immediate legislative reelection currently in force in Mexico, the Representatives and Senators who we interviewed will step down in the summer of 2006. Some of them are likely to hold different legislative positions in the next term, as it is common for influential Congressmen to hold a Senatorial seat in the next consecutive term, and vice versa. In any event, their place as key opinion leaders within their respective parties is not likely to be significantly diminished.
- c) The reader should keep in mind that information obtained by way of interviews is suggestive rather than conclusive. Our team has treated information in such a way. No statistically-valid conclusions have been or can be drawn from our interviewees' opinions.
- d) Two of our interviewees referred anecdotal information on alleged corruption incidents taking place recently at SEPOMEX. In the course of our analysis we did not receive any documental evidence to support such claims; therefore, we decided not to pursue any further investigation on them. For the same reasons, we chose not to provide any details on the allegations, on this report.

7. Setting the Criteria

What would a successful postal service look like? Answering this question is a valuable first step, because it provides a conceptual benchmark against which to compare both the current situation and possible solutions. Our analysis is based on the conviction that a postal service should have the following desirable characteristics:

Table 2 – Desirable attributes of a postal service	
<i>Attribute</i>	<i>Description</i>
Universal coverage	A postal service should be able to deliver correspondence and parcels, to any inhabitant in the country, at his or her home or office address. Furthermore, domestic services should be provided at flat national rates ²² .
Affordable prices	The great majority of the country's population should be able to afford using mail services. This may, or may not, imply the need for public subsidies.
Accessibility	Depositing and collecting mail and parcels should be a relatively easy task for the population. This implies that postal offices, stamps and mailboxes should be geographically located in such a way that services are close to people's homes and workplaces.
Reliable service	Users of mail and parcel services should know what the standards of service are, in terms of speed and integrity of delivery. They should be able to trust that their shipped items will be delivered on time and with physical integrity.
Financial long-term self-sustainability	Providers of mail and parcel services should be financially self-sustainable in the long run.
Ability to adapt to the changing needs of the market, and to provide a wide range of services	Incessant technological advances imply continuous changes in what users demand from a postal provider. Therefore, the latter should be flexible enough to continuously adapt to users' changing needs. It should be able to provide any postal-related services, such as banking/financial, accelerated delivery or logistics/inventory services, as demanded by its users.

These above criteria are a mixture of *economic efficiency* and *distributional equity* considerations. The next subsections briefly define and distinguish between those two kinds of concerns, and explore their implications.

²² Regarding a flat rate, we mean that prices for domestic services should vary according to the nature of the service (e.g. mail or parcel) and weight, but should not vary significantly on distance.

i) Defining the terms

For the purposes of this analysis, we understand ‘economic efficiency’ as *a situation in which the sum of the benefits that users get from using postal services, and the benefits that the postal service gets from providing such services, is maximized*²³. In other words, a situation in which the ‘postal economic pie’ is as large as possible.

On the other hand, by ‘distributional equity’ we are referring to a state of affairs in which *all people have reasonably equal opportunities to access mail services*. In the context of postal services provision, distributional equity concerns are embodied by what is commonly known as a ‘Universal Service Obligation’ (USO), that is, the requirement for a Post to service areas in which people’s willingness to pay is below total costs. As is further discussed in section 8.b, a USO usually calls for cross-subsidization across service areas.

ii) Theoretical implications for the issue of ownership, and empirical evidence

As to the question of whether the postal service provider should be privately or publicly owned, theoretical models seem to favor private provision. In “State vs Private Ownership” (1998) the economist Andrei Shleifer provides the following useful insights on the matter:

- *“Private ownership should generally be preferred to public ownership when the incentives to innovate and to contain costs must be strong”*²⁴;
- *“[... There is] a rather narrow set of circumstances in which government ownership is likely to be superior. These are the situations in which: 1) opportunities for cost reductions that lead to non-contractible²⁵ deterioration of quality are significant; 2) innovation is relatively unimportant; 3) competition is weak and consumer choice is ineffective; and 4) reputational mechanisms are also weak”*²⁶ [italics added by authors].

In the particular case of postal services, cost minimization should indeed be regarded as an important issue, because it reduces the price users pay, as well as the need for government transfers. In a related note, several empirical studies have found that public organizations and enterprises typically use more labor than their private counterparts, and that the profitability of enterprises is greatly increased after privatization, partially

²³ This is related to the concept of ‘allocative efficiency’.

²⁴ Shleifer, Andrei. State vs Private Ownership, [NBER Working Paper No. 6665*](#) (issued in July 1998). Abstract.

²⁵ The term “non-contractible” refers to a condition that cannot be appropriately defined on a contract (or that cannot be effectively enforced after the contract is signed).

²⁶ Idem, p 11

due to employment cuts²⁷. Innovation is also (and increasingly) important, as electronic communications have become to some extent both a substitute and a complement for postal services, and as the rate of change in users' needs accelerates. Furthermore, one can reasonably argue that a government should be able to write (and enforce) a precise contract by which a private firm is required to provide adequate services in any part of a country; supervision and enforcement would likely be costly, but in any case, the 'non-contractible deterioration of quality' is not a very strong argument for public provision. However, the decision to provide postal services monopolistically as a result of an USO (which is derived not from efficiency, but from distributional-equity considerations) means that competition is non-existent. This last point calls for public provision, but overall, it would seem that theoretical considerations favor private ownership of a postal provider.

However, actual evidence on postal ownership and performance does not align well with these theoretical considerations. As will be further discussed in section 9, there are examples of both privately- and publicly-owned successful posts throughout the world. Conversely, there are both private and public posts that do not seem to be performing well.

In view of all the abovementioned, our team considers that the issue of ownership of any specific Post should be decided according to the pros and cons of each option in the specific country's context, as opposed to being set as objective derived from theoretical constructions. We will therefore refrain from setting an a priori position on the subject.

²⁷ La Porta, Rafael and Lopez-de-Silanes, Florencio. The Benefits of Privatization: The case of Mexico. The Quarterly Journal of Economics, Vol. 114, No. 4. (Nov., 1999), pp. 1193-1242. Paper refers many other references, such as Donahue, John D., The Privatization Decision (New York, NY: Basic Books, 1989).

8. Findings

Our analysis has allowed us to conclude that SEPOMEX is seriously constrained by the lack of enforcement of its legally-mandated monopoly, and by an inadequate legal framework. The restrictions imposed by its institutional structure prevent the organization from having appropriate levels of funding and the flexibility to appropriately cater to its market. Furthermore, despite evident improvements in several of SEPOMEX's financial and operating-efficiency measures, the organization has lost a very significant share of the market. SEPOMEX's problems do not seem to originate – essentially – from inefficiency in the use of available resources²⁸.

The following subsections detail the findings that led our team to come to the abovementioned conclusions.

8.a. SEPOMEX's overall Performance²⁹

i. Declining Market share

SEPOMEX's share of the postal market seems to have worsened its deterioration around year 2000. Although the extra-legal nature of "parallel posts" makes it virtually impossible to get historical figures on the volume they actually handle, country-wide data allows us to reasonably arrive at the abovementioned conclusion.

Indeed, as was previously discussed, on cross-country data samples, higher income predicts more intensive use of the Post. The same phenomenon is usually observed when looking at the evolution of a single country: as it becomes richer, it uses more postal services. As we can observe in Figures 3 and 4, which show historical data for GDP per capita and Annual Letters³⁰ per capita in the USA and South Korea, the two variables show essentially the same trend:

Figure 3 – Postal Usage and GDP per capita, USA

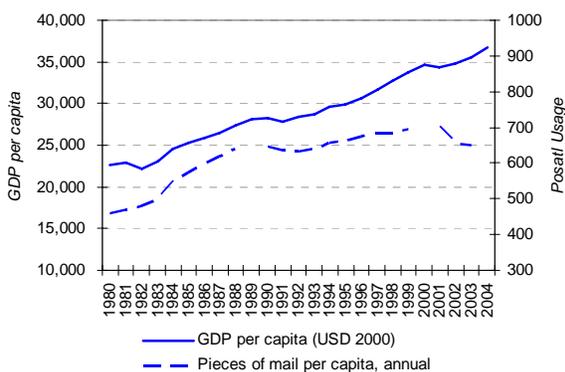
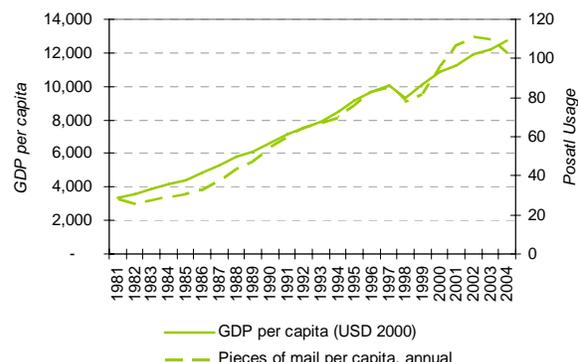


Figure 4 – Postal Usage and GDP per capita, South Korea



Source of Data: World Bank (World Development Indicators) and UPU. No PPP adjustment for GDP per capita.

²⁸ Our analysis should not be read as stating that there is no room for improvement on SEPOMEX's efficiency.

²⁹ Source of information for financial data: SEPOMEX's Audited Financial Statements.

³⁰ By Letters we refer to all kinds of correspondence (personal mail, business letters, statements, etc).

However, as we can notice in Figure 5, around year 2000 the trend for the two Mexican variables started differing significantly. There are 3 different possible explanations for the observed phenomenon:

- 1) That Mexican's real use of mail services started a dramatic decline in year 2000; or
- 2) That the sharp decline shown in Figure 5 is explained by a change in the method that SEPOMEX uses to estimate its mail volume, or
- 3) That SEPOMEX's market share has accelerated its deterioration in the 2000-2004 period.

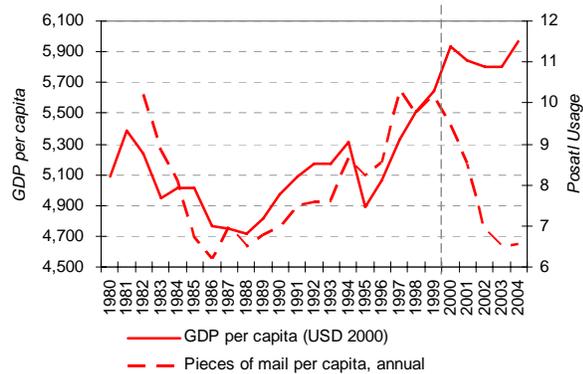
The three rationalizations are likely to have some explanatory power; however, the third one seems to be by far the most important. Indeed:

- SEPOMEX suffered the loss of several large clients (including BBVA Bancomer and HSBC) around 2000-2001³¹;
- While it is true that SEPOMEX adjusted its estimating method in year 2000³² (which apparently implies that volume figures for the 1990s were biased upwards), it is unlikely that the change could explain a gradual yet significant drop (30%) over a 4 year period; and
- We found no other data that supported the possibility that Mexicans suddenly declined their use of postal services.

ii. Improving financial performance

As Figure 6 shows, SEPOMEX's Net Result (including Transfers from Government)³³ had a negative trend at least from year 1989 to 2000. At that point the trend was reversed and this financial indicator has been climbing since. In year 2004, Net Result reached a positive 1.04 million SDRs³⁴. If we divide total Income (including Government Transfers) by the number of letters handled by SEPOMEX³⁵, we can see that this

Figure 5 – Postal Usage and GDP per capita, Mexico (SEPOMEX only)



Source of Data: WDI and UPU. No PPP adjustment.

³¹ The information regarding the date for the loss of referred clients, and for the change in volume-estimating method was provided by a SEPOMEX administration official who chose to remain anonymous (interview held during January 2006).

³² The service has never used machines intensively to count nor sort mail; thus, it essentially relies on manual reports sent from every office. In year 2000, SEPOMEX started adjusting the offices' reported figures according to several operative indicators.

³³ Operating Income, plus Other Income, minus Operating Expenses, plus Government Transfers.

³⁴ "The SDR is an international reserve asset, created by the IMF in 1969 to supplement the existing official reserves of member countries [...] The SDR also serves as the unit of account of the IMF and some other international organizations. Its value is based on a basket of key international currencies" (Definition taken from <http://www.imf.org/external/np/exr/facts/sdr.htm>). All financial data from UPU is denominated in SDRs.

³⁵ The calculation disregards parcel post in the denominator.

indicator shows a positive trend since 1995, with an improved slope since year 2000:

Figure 6 – SEPOMEX's Net Result (including Transfers from Government)

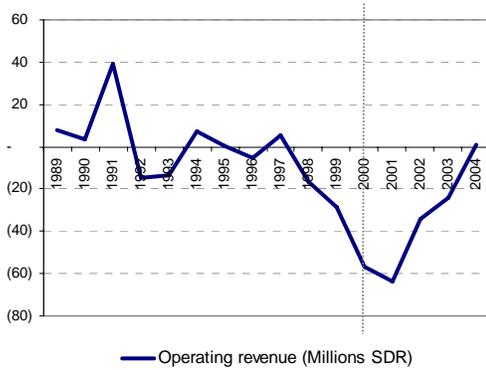
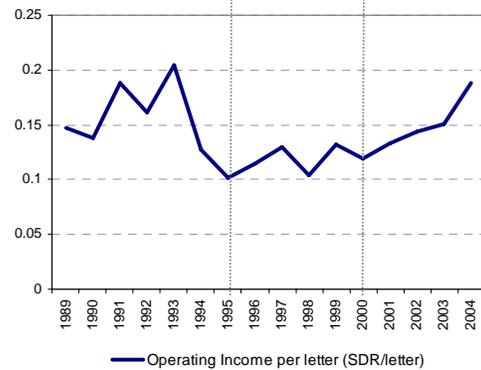


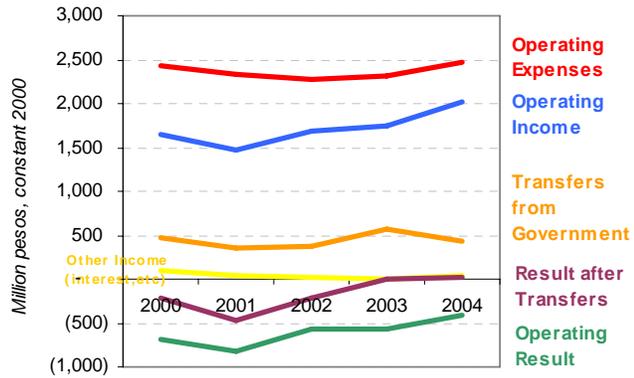
Figure 7 – SEPOMEX's Total Income per letter (Total Income divided by Letter volume)



Source of Data: UPU

Now, given that Government Transfers can blur the evaluation because they respond to political decisions and not necessarily to the service's efforts, it is useful to look at Operating Results instead of Net Results. As we can see in Figure 8, Operating Result has also been improving since year 2000. In fact, if the trend continues, SEPOMEX should reach positive Operating Results around year 2006.

Figure 8 – Evolution of Financial Indicators

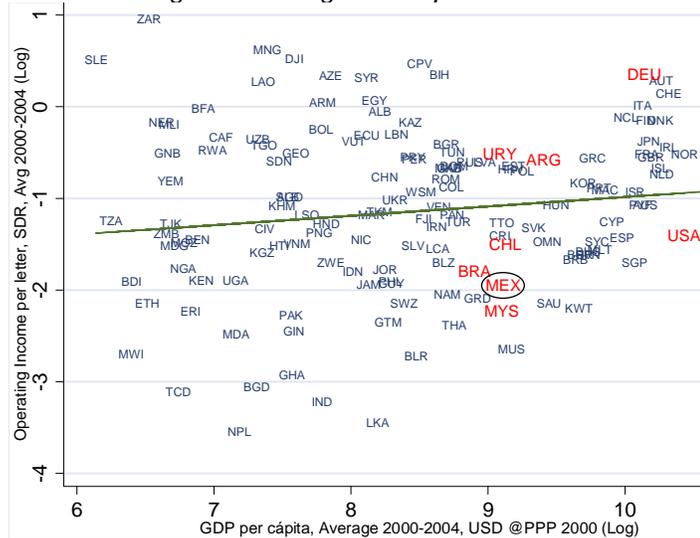


Source of Data: SEPOMEX

iii. Rising Unit income, decreasing unit loss

The next logical question is: does SEPOMEX receive a reasonable amount of income for the services it provides? To answer such question, we used other countries' postal services as a benchmark. As Figure 9 shows, the Mexican Postal Service receives considerably less total income per letter-handled than countries with similar incomes, specifically Uruguay,

Figure 9 – Average Income per Letter

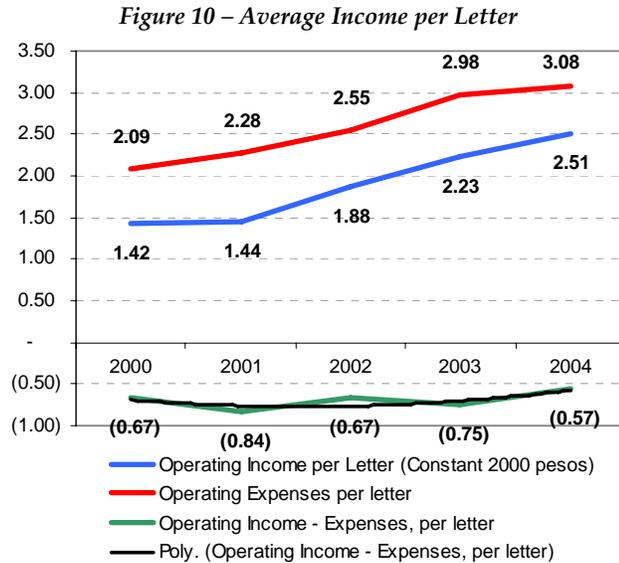


Source of Data: WDI and UPU

Argentina, Brazil and Chile.

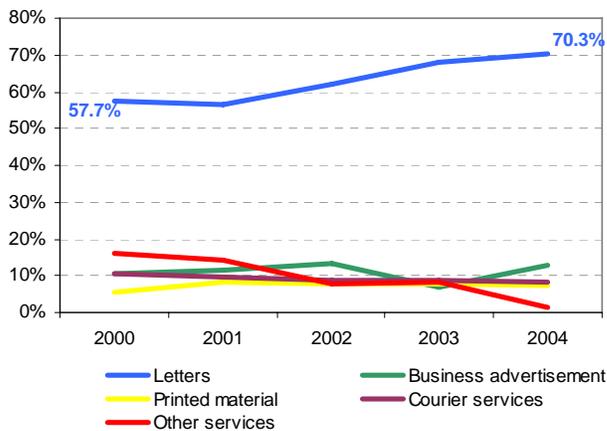
Again, it is useful to analyze the evolution of unit Operating Income (i.e. income before transfers), so as to eliminate the potentially-distorting effects of Government Transfers in our analysis. Following this line of reasoning, we find that unit Operating Income has been on the rise at least since year 2000. As we can see in Figure 10, average income per letter rose from \$1.42 pesos in year 2000, to \$2.51 pesos in 2004³⁶ - a 77% total increase in real terms. Unit costs have been above

unit income and rising during that same period, but the gap between the two has been decreasing, as we can observe in the black 'trend' line in Figure 10. This means that SEPOMEX now loses less money per letter than it did five years ago.



Source of Data: SEPOMEX's Financial Statements

Figure 11 – Composition of Revenue



Source of Data: SEPOMEX's Financial Statements

total volume (14.7 million pieces) and a year later they climbed to about 24% of total volume (reaching 19.6 million pieces). Since they are classified within the category of 'letters' for accounting purposes, this category has increased its participation in total revenues from 57.7% in 2000 to 70.3% in 2004. The yearly evolution or the composition of revenues is shown in Figure 11.

The organization has achieved these results by changing its product mix. Since year 2000, it has focused on providing registered services, which are costlier to perform but command a higher price³⁷. For instance, during 2005 the average price for a 'corporate-mail letter' was \$2.40 pesos a piece, while a 'registered' one was \$8.50 and a 'notification' was \$17.40 pesos. These 'value-added' options have steadily increased their participation in total volume; for example, in 2004 they were 19% of

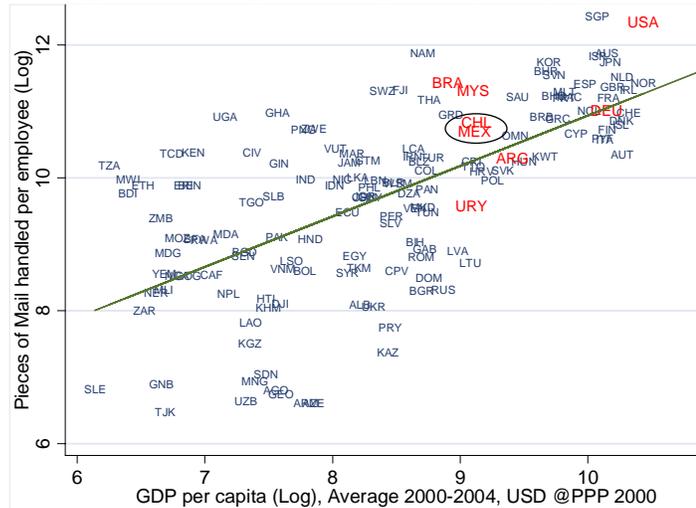
³⁶ Constant year 2000 pesos.

³⁷ Registered services are those in which the recipient is required to sign for delivery. Notifications involves a more complex procedure, in which the mailman is required to see a proof of identification (and if the recipient is a corporation's representative, a power of attorney).

v. Acceptable labor productivity

As Figure 12 shows, a cross-country comparison for the last 5-year period shows that SEPOMEX handles a very reasonable number of letters per employee, for the country's income level³⁸. Indeed, it has a better measure than many comparable countries, such as Argentina and Uruguay (although worse than Chile, Brazil or Malaysia).

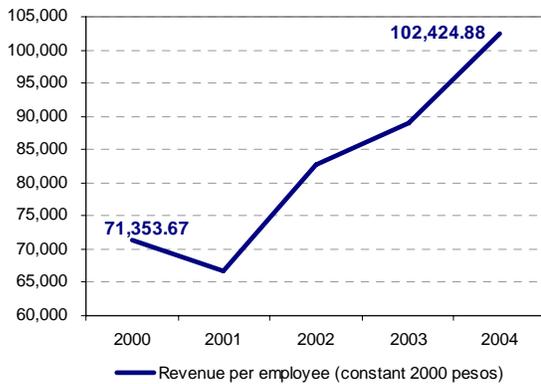
Figure 12 – Average Number of Letters per employee



Source of Data: WDI and UPU

In terms of revenue per employee, as we can see in Figure 13, it increased from \$71,354 pesos in year 2000 to \$102,425 in 2004³⁹. The number of letters per employee (see Figure 14) decreased from 2000 to 2003 and then picked up a little. Both results are consistent with the fact that SEPOMEX has shifted towards more complex, more time-consuming, yet higher-revenue services.

Figure 13 - Total Labor Productivity



Source of Data: SEPOMEX and UPU

Figure 14 – Letters per employee



Source of Data: UPU

It is important to note that in the absence of further productivity and/or workforce increases, SEPOMEX's shift towards higher-value products implies that it is trading revenue for volume. If 'parallel posts' are picking up the 'regular mail' volume that SEPOMEX is no longer handling, then the latter's share of the market could be declining in terms of volume, although possibly increasing in terms of revenue.

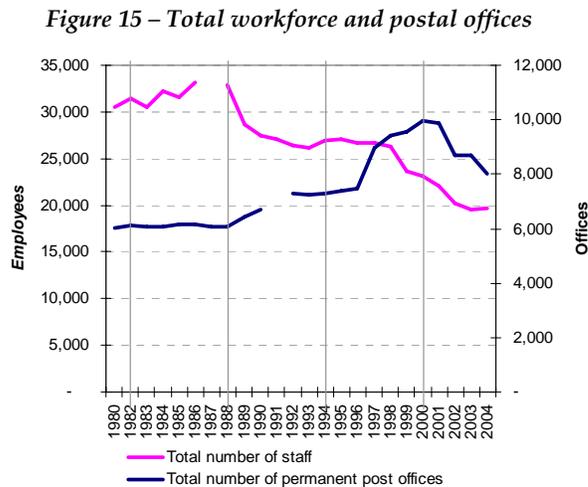
³⁸ Note that it would be unreasonable to compare SEPOMEX against a service such as the USA's, because richer countries can be expected to be more productive as they have more capital (e.g.: machinery) available per laborer.

³⁹ Constant year 2000 pesos.

SEPOMEX's strategy towards better-paying products seems to be a very adequate 'business survival reaction' to increased competition. However, it raises serious questions regarding the service level that regular-mail users can get from the system.

vi. Service Indicators

As we can see in Figure 15, the total number of employees has been steadily decreasing since 1988, with a slight pickup during the last 2 years.

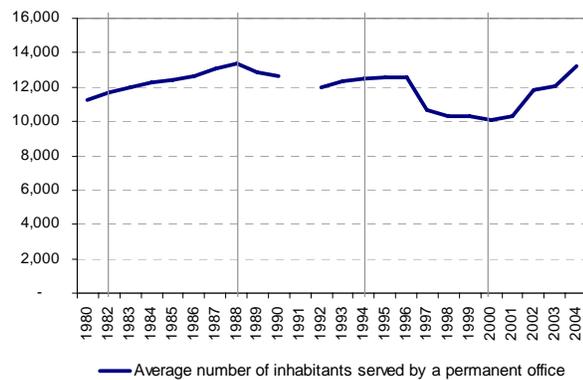


Source for Data: UPU

Regarding the total number of permanent postal offices, it increased substantially from 1988 to 2000; during the present administration it has decreased. Such situation implies an enlargement in the average number of Mexican inhabitants served per postal office, as we can observe in Figure 16. There is some anecdotal evidence in the sense that the closing of such a large number of postal offices has reduced the accessibility of SEPOMEX's services to the public. This issue will be further discussed on section 8.b.

In any case, whether the decrease in postal offices implies an operational-efficiency gain or a loss, is not clear. Information to appropriately address such a question is not readily available. Cross-country comparisons in this particular measure could be misleading, due to geographical and population density differences among countries.

Figure 16 – Average number of inhabitants per postal office



Source for Data: UPU

8.b. SEPOMEX's Constraints

To identify the issues that are currently constraining SEPOMEX's ability to fulfill its postal mission, we relied on the results of the above performance analysis; on documental references and on information obtained during interviews. Current constraints appear to be the following:

i. Lack of enforcement of the Postal Service Law.

The great majority of the world's Postal Administrations enjoy some degree of monopoly over correspondence. The rationale behind such scheme is that of a "Universal Service Obligation": in order to guarantee that every citizen can send and receive mail regardless of his/her geographic location, and do so at uniform national rates, the Post needs to cross-subsidize service areas (i.e. cover losses from high-cost services areas with net income derived from profitable ones). That, in turn, requires a monopoly at least over a certain segment of the market; otherwise, competing private firms would primarily go after the most profitable areas and neglect high-cost ones.

Sadly, that is precisely the current situation with SEPOMEX's extra-legal competition. As Senator Rubio-Barthell pointed out to us during an interview, "parallel posts have taken away the meat, leaving the bone to SEPOMEX". Surprisingly, the Mexican Federal Government has chosen to turn a blind eye on the situation: even when SEPOMEX has formally asked the Office of the Attorney General to press charges against a number of "parallel posts", the former has failed to take further legal action⁴⁰. As the situation worsens, it is progressively less likely that the Federal Government will effectively press charges against extra-legal firms, simply because SEPOMEX does not have the capacity to take care of the additional workload (unless it receives substantial investment).

The key problem with the status-quo is that, if private companies keep "skimming the market" under the Government's implicit complacency, SEPOMEX will increasingly be left only with unprofitable areas. This will condemn it to have high – and ever increasing – relative average costs. Moreover, SEPOMEX's current 'survival efforts' are unsustainable in the long run, because they imply neglecting regular mail in favor of higher-value services, thus failing to meet its legal mandate. This, in turn, will increasingly disconnect it from citizen's personal needs and expose it to closure decisions by unsatisfied political actors.

⁴⁰ "Acusa Sepomex a 19 empresas por usurpación", Reforma, April 7th 2004. Additionally, page 24 of the Report titled "Auditoría (184) efectuada a SEPOMEX" by the Auditoría Superior de la Federación, states that SEPOMEX filed a complaint against Mensajería Express Nacional (which operates in Guerrero), Región Red (Nuevo León) and Mexpress Mensajería (Mexico City) for violations to its monopoly area.

ii. Limitations of the current Postal Law.

A major defect of the current Postal Service Law is that it neither created an agency charged with enforcing the postal monopoly and supervising the operation of related activities such as courier services, nor gave such powers to any existing regulatory agency. Therefore, SEPOMEX is forced to spend already-scarce resources in keeping an eye on the activities of “parallel posts” and making a legal case against them, if it wants to have law enforced. Then, it has to ask the office of the Public Prosecutor (*Ministerio Público*) to press charges.

Unfortunately, the Communications and Transportation Ministry has implicitly chosen not to fill this “authority void”. In a very telling incident⁴¹, in 2004 the Mexican equivalent of the Congressional Budget Office (*Auditoría Superior de la Federación*) was interested in obtaining a registry for firms engaged in document transportation, and found there was no clarity on whom to ask for it. After making some legal enquiries, it determined that oversight of courier and parcel services could be implicitly assigned to the Directorate of Federal Ground Transportation⁴², because that office is charged with granting permissions for ground transportation over federal highways (a regular activity for courier services). When it asked the Directorate for a registry, it discovered that only a couple of courier companies had specific authorizations to operate. It found no evidence that DHL, UPS, Federal Express, Estafeta, Redpack or Aeroflash (the largest courier-service firms operating in the country) had ever been issued authorization to perform transportation activities.

The second major defect is that the current legal definition for “correspondence”⁴³ (SEPOMEX’s monopoly area) includes any document or package weighting up to 1 kilogram and having dimensions between 458 x 324 millimeters (as a maximum) and 114 x 81 millimeters (as a minimum)⁴⁴. Such definition is inadequate for a number of reasons; the most salient one being that any company can get around it simply by presenting the client with an envelope larger than 458 x 324 mm, and asking him or her to put the documents inside that larger envelope. That seems to be routine for most courier services. Additionally, the 1 kilogram limit seems to be too large in an international context with a typical 350-gr limit and with lower bounds in the 50-100 gram range. And finally, unlike many countries’ legal frameworks, the Mexican Law does not explicitly provide an exemption for accelerated delivery provided with tracking services. Courier services appear to be currently operating in somewhat unclear legal conditions.

⁴¹ Report titled “Auditoría (184) efectuada a SEPOMEX”, by Auditoría Superior de la Federación. Page 24.

⁴² A part of the Communications and Transportation Ministry

⁴³ Article 13 of the “Ley del Servicio Postal Mexicano”

⁴⁴ There are separate dimensions limits for postcards: 148 x 140 mm (maximum) and 105 x 90 (minimum)

iii. Very limited management autonomy and institutional flexibility

As a result of a complex set of legal provisions, SEPOMEX's management team has very little leeway regarding management decisions. For instance:

- *SEPOMEX's organizational structure* (i.e. how many Directorates it has and what their functions are) *must be approved by its Governing Board*. The Board is comprised by 4 Ministers (those of Communications & Transportation, Finance, Foreign Relations and Economy) and the Undersecretary of Communications. SEPOMEX's Director General is allowed to attend Board meetings, but has no vote on them⁴⁵. The very high level of the designated Board implies that either Ministers never attend and send a third-rank, non-empowered representative in their place, allowing the Communications Undersecretary to preside over the meeting (which seems to be the usual case), or that the Board rarely meets. The fact that the Director General cannot change the organization's structure to accommodate for changing needs, compares negatively against the situation of SEPOMEX's private-sector competitors.
- *The organizational structure and annual budget of SEPOMEX have to get successive approvals from its Governing Board, the Communications & Transport Ministry and the Finance Ministry*. This situation is caused by several reasons. First and foremost, article 51 of the 'Public Entities Law'⁴⁶ stipulates that in preparing their budgets, public entities "must adhere to the general expenditure guidelines issued by the Finance Ministry and their respective sector coordinator" (the latter being the Communications & Transportation Ministry). The composition of the Board compounds the problem, in that it also gives the Foreign Relations and the Economy Ministries a say in SEPOMEX's operations. Ultimately, this situation implies that the organization does not only have to compete for government transfers with general-budget (and more politically-appealing) expenditures; it also has to get third-party authorization to spend self-generated income.
- *Rates for postal services have to be approved by the Finance Ministry*. According to the Organic Law for the Federal Administration⁴⁷, the Law of Planning⁴⁸, the Finance Ministry's Internal Guidelines⁴⁹ and SEPOMEX's Organic Statute, the organization has to obtain approval from its Governing Board and the Finance Ministry on rates for its services. Again, this means that political considerations are allowed to interfere with the setting of SEPOMEX's revenues – and under the current conditions, with its ability to compete.

⁴⁵ Article 6 of the originating Decree, and Chapter 2 of SEPOMEX's Organic Statute.

⁴⁶ Ley Federal de las Entidades Paraestatales.

⁴⁷ Ley Orgánica de la Administración Pública Federal, artículo 31 fracción X.

⁴⁸ Ley de Planeación, artículo 15 fracción V.

⁴⁹ Reglamento Interior de la Secretaría de Hacienda y Crédito Público, artículos 7 fracción II y 60 fracción X.

According to the 'Public Entities Law', these organizations "shall enjoy autonomy of management for the fulfillment of their missions"⁵⁰. Unfortunately, in the case of organizations that require funding from general-budget appropriations, other legal provisions make such autonomy mere wishful thinking.

Furthermore, its current legal framework limits SEPOMEX to providing mail and parcels services only. Unlike many successful Posts around the globe, SEPOMEX is not authorized to provide mail-related services that could boost its profitability, such as banking and financial services.

iv. Insufficient level of income and investment

As was previously discussed, SEPOMEX appears to be receiving very low income for the services it provides, when compared to other postal administrations in similar countries, even when it has specifically improved on the measure over the past 5 years. This seemingly chronic problem manifests itself in many evident situations, including the following:

- *A very low use of technology*
According to SEPOMEX employees interviewed by our team, the service does not use machines to sort the mail that it receives in an automated fashion – it still relies on manual sorting. Bizarre as it may seem, the great majority of postal offices still lack computers; many operational reports are usually typed or handwritten and sent by fax or mail to the central offices.
- *A lack of appropriate equipment and supplies for operative employees*
Both mailmen interviewed by our team acrimoniously complained about the lack of appropriate equipment to do their job. Mailman #1⁵¹, who has worked for SEPOMEX for the last 19 years and who rides a motorcycle to do his assigned, primarily residential route, complained that he worked for years without an appropriate helmet and only received one very recently (coincidentally, after 2 mailmen were run-over and killed in Mexico City). He complained that his motorcycle did not receive maintenance service as often as needed, and that he sometimes felt pressured to ride it in spite of unsafe operational conditions, since he would otherwise risk reprisals. He said that mailmen received a standard amount of gasoline each month calculated on the basis of theoretical fuel efficiencies; that these efficiencies were usually off because of actual road conditions; that he needed to complain formally about his assigned fuel not being enough, and then had to buy gasoline from his own pocket until a special fuel-efficiency study was performed on his motorcycle and specific

⁵⁰ Ley Federal de las Entidades Paraestatales, Article 11.

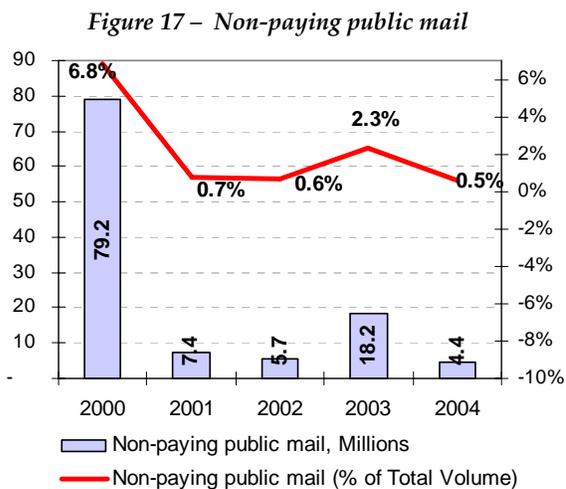
⁵¹ We agreed not to disclose the mailmen's names. Both mailmen were contacted on the street, as they were performing their jobs; we interviewed them separately on different dates.

route. He also said that he did not receive pens, pencils or notebooks in which to take notes. Furthermore, he said that the motorcycle bags in which he stores mail are not appropriate for the job, as they let pieces of mail go out flying, without him even noticing. He bitterly complained about ‘desktop officials’ at the administration, who made decisions from the comfort of their offices without previously verifying them on the field.

Mailman # 2, who serves a very busy office area in Mexico City, had very similar complaints about his truck and supplies. He also said that he did not receive enough cord with which to tie up his mail bags; that he was constantly told to ‘reuse’ cord, in the sense of tying old pieces of cord together to get by. Both mailmen complained about the quality of their uniforms, and about never getting the contractually-required pair of uniforms: a shirt or some pants were always missing.

- *Non-paying public mail*

A problem that further complicates SEPOMEX’s capacity for revenue generation is that of non-paying public mail. Some public organizations (mainly the Federal Electoral Institute, the Political Parties and Federal Judicial Tribunals) are legally entitled to use SEPOMEX’s services free of charge⁵². As we can see in Figure 17, such “entitlements” can be a very heavy burden on the Postal Service: in year 2000 (an electoral year) non-paying public mail amounted to more than 79 million pieces, equivalent to 6.8% of total volume.



Moreover, some of these institutions use services with above-average costs; for instance, Tribunals usually send special legal documents as registered mail, which requires mailmen to ask for a specific person, obtain positive identification, fill out forms, etc. Therefore, the impact of these entitlements on actual costs is likely to be more than their impact on total volume.

Source for Data: SEPOMEX

v. Low morale of employees

All the interviewed employees (both operative and administrative) felt that SEPOMEX was overstressing its available resources. Management personnel continuously referred to the fact that SEPOMEX has about 80 mid-management employees in the whole country, for a total workforce of about 20 thousand. The two mailmen, in particular, felt that the administration put excessive pressure on them to ‘be efficient’ without giving them the

⁵² For instance: Political Parties are entitled to send mail, free-of-charge, by articles 41, 53 and 54 of the *Código Federal de Instituciones y Procedimientos Electorales*.

appropriate equipment, tools and supplies to do it. Mailman #2 joked about being asked to memorize SEPOMEX's 'vision and mission' for an ISO certification visit and not even receiving a pen and notebook to take notes on. Both mailmen complained about SEPOMEX's employees being the lowest-paid public servants in the country – something that was later confirmed by Congressman Tomás Cruz-Martinez. When specifically asked on why he is still working at SEPOMEX even under such unfavorable conditions, Mailman #2 said it was because he receives a 'low, but certain pay'. Both mailmen said there are no formal channels for low-level personnel to make suggestions to upper-level management directly, and that their pay is not linked with their productivity. They both expressed concern about the Postal Service 'going down the drain'. Opinions on the performance of their labor union were mixed.

vi. Low accessibility of its services

We found extensive anecdotal evidence pointing out to SEPOMEX's services being hard to access. For instance:

- Senator Rubio-Barthell pointed out he did not know where the nearest post office was, nor where to buy mail stamps or where the nearest deposit mailbox was. Our team members did not know either. In fact, Senator Rubio-Barthell sent us a printed copy of a PowerPoint presentation by SEPOMEX (used by them at a Senate briefing) by using a private courier service.
- As we saw in Figure 15, the number of permanent post offices has dropped during the last 5 years. According to the organization, out of the 34,384 points of sale still available to the public throughout the Mexican territory in 2005, 77% (26,513) are in fact third-party locations such as convenience stores and hotels. Yet, people do not seem to know that these stores offer such services. Moreover, SEPOMEX only owns 10 stamp vending machines in the country; apparently they were cut back after being found to cost more in maintenance than the revenue they generated⁵³.
- Both mailmen said that they get constant requests by clients in their routes to provide mail stamps, and that they try to do so on an informal basis (i.e. by buying stamps at their offices and reselling them – at face value – to their clients).
- On January 2006, well-known urban narrator Cristina Pacheco published a piece in La Jornada newspaper, titled "Will the Post die?"⁵⁴. In her article, Mrs. Pacheco reflects on the fact that 3 postal offices were successively closed in the area near her house, requiring her to travel progressively longer distances to use SEPOMEX's services. She complains that the currently 'nearest' location requires her to take a one-hour automobile ride.

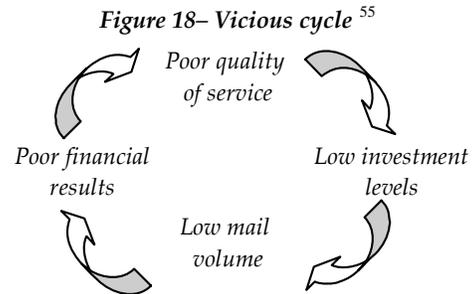
⁵³ Information provided by a SEPOMEX official who chose to remain unidentified (interviewed in January 2006).

⁵⁴ "Morirá el Correo?" Cristina Pacheco, La Jornada, 22 de enero del 2006, p 46.

vii. In the end: a vicious cycle

All of the abovementioned problems result in SEPOMEX's inability to successfully compete with private companies, which have taken the most lucrative segments of the market. This pushes the service into a well-known vicious cycle, seriously limiting the success of SEPOMEX's efforts.

In sum, the organization is facing the worst of all possible scenarios, with a highly costly service obligation and a market skimmed by private companies.



⁵⁵ Taken from: Ranganathan, Kumar; Dey, Rohini; [Redirecting Mail: Postal Sector Reform; World Bank and Universal Postal Union](#); June 1998, p. 10.

8.c Comparing SEPOMEX against the ideal Post

Our team concludes that SEPOMEX cannot provide, under its current institutional and legal framework, an appropriate postal service. Indeed :

- 1) *It cannot be realistically expected to continue providing Universal Coverage for much longer, unless it receives much higher government transfers.* The facts that private, extra-legal competitors have already captured 40% of the market and that the service is trying to survive by moving away from traditional mail products into higher-value (and mainly commercial) ones, are strong indications of the enormous pressures that SEPOMEX's Universal Service Obligation is currently under.
- 2) *Its service is not reliable.* As was referred to in the introductory section, some pieces of regular personal mail take weeks to be delivered, if at all. Also, when the Global Competitiveness Report performed a worldwide survey on postal trust in 2001, and asked citizens whether '... you trust your country's postal service sufficiently to have a friend mail a small package worth US\$100 to you' and gave surveyees a scale from 1 ('not at all') to 7 ('trust the system completely'), Mexicans responded with an average of 2.7. That is the 61st lowest response out of 75 countries⁵⁶.
- 3) *Its service is not particularly accessible.* As was previously described, there is plenty anecdotal evidence pointing to the fact that SEPOMEX's offices are hard to reach, and that people do not know where to buy stamps or drop letters.
- 4) *It has an extremely low ability to adapt to the changing needs of the market.* Faced with chronic financial drought and management inflexibilities, SEPOMEX is currently incapable of adapting to meet the ever-changing needs of its clientes. For instance, unlike many of its successful counterparts in other countries (see Appendix E) SEPOMEX does not yet offer high value-added services such as finance/banking or logistics/warehousing businesses solutions.
- 5) *It is not financially self-sustainable in the long run.* While it is true that it has achieved some evident improvements over the past 5 years, the fact that it has a Universal Service Obligation and is de-facto forced to compete with private firms which do not have such a constraint, implies that all market incentives are constantly playing against SEPOMEX. Furthermore, as was already discussed, its current 'survival strategy' is not sustainable in the long run.
- 6) *The only criteria in which SEPOMEX currently scores reasonably well is in monetary costs to the population:* as we saw, it receives relatively low revenues for the services it provides, when compared to Posts of similar-income countries.

An additional issue to take into account is that under the current situation, not even extra-legal posts can provide adequate services to the population. The constant threat of prosecution creates a disincentive to scaling up to provide regional or national services, because that would increase their visibility and therefore the prosecution risk. Thus, under the current 'arrangement' they are limited to providing local services.

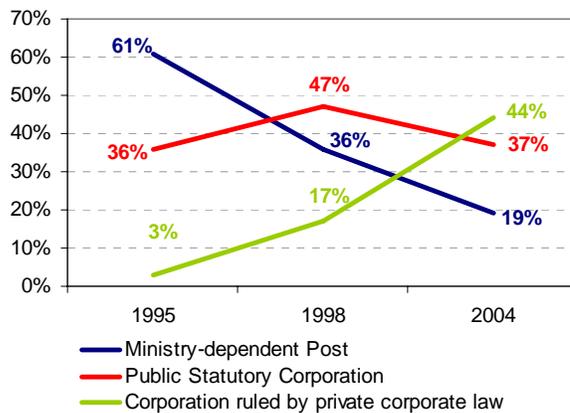
⁵⁶ Global Competitiveness Report 2001-2002, World Economic Forum, p. 358.

9. Possible Solutions

9a. The International Context

During the past 20 years, there has been a global trend to transform Postal Services, from public departments to statutory corporations, and then to corporations ruled by private corporate law (see Figure 19). The rationale has been that such transformations increase the Posts' organizational flexibility and therefore their 'competitiveness'. Appendix D elaborates on the institutional structures of some of the world's postal systems.

Figure 19 – Evolution of Institutional Structures across the World



Source of Data: PowerPoint presentation of October 13 2004's meeting of the Senate's Communications and Transportation Commission

In nearly all reform cases, governments have retained at least partial ownership of the reformed Posts, with three objectives: first, to preserve a certain level of State control over what is seen as a strategic communications area; second, to guarantee universal service; and third, to ensure compliance with international treaties⁵⁷. In fact, the only Post that is currently 100% privately-owned is that of Singapore⁵⁸, although the Japanese government has plans to follow in the immediate future⁵⁹.

Interestingly, the United Kingdom, New Zealand and Sweden have gone a step further and abolished their postal monopolies altogether; however, their postal companies are still required to provide universal service. By 2009, all members of the European Union are required to abolish their monopolies. There have been two main arguments for this policy. First, that competition pushes postal services to lower their prices and increase the quality of service. In the case of New Zealand, the elimination of monopoly was followed by a steep decrease in prices. Secondly, it is argued that the private sector has been perfectly able to provide universal service of other public services and utilities, without the enjoyment of a monopoly. It is, however, important to take into account that *the elimination of State monopolies, in countries that have chosen to do so, has been phased out over long periods of time* (e.g. 10 years in the case of Sweden). Initially, the postal offices were turned into state-owned private corporations; once they were financially

⁵⁷ The Universal Postal Union acts as an international regulatory agency.

⁵⁸ Remarks by Mr. Gonzalo Alarcon, Stenographic transcription of October 13 2004's meeting of the Senate's Communications and Transportation Commission, page 16 (part 2).

⁵⁹ Japan: Postal Privatization; Special Report; Financial Times (US Edition); December 13th, 2005.

and operationally stable, the monopoly was phased out by gradually reducing the reserved weight limit.

So what do successful Posts have in common? To answer this question, we decided to turn to empirical data and examine all posts that complied with the following conditions:

- a) Handling per capita volumes of mail at least 10% larger than predicted by its country's income level, and
- b) Operating in countries with an average income level of at least \$5,000 USD⁶⁰ for the 2000-2004 period.

Posts that complied with the above criteria are shown in Table 3⁶¹:

Country	Percentage State Ownership	Legal Status	Actual Postal Usage, annual Letters/capita	Out-performance Factor ⁶²	Net Result / Operating Income (Average 2001-2004) ⁶³	Net Result / Operating Income (Average 2003-2004) ⁶³
Hungary	100%	SOE	138.4	+ 16.6%	-0.9%	1.6%
Czech Rep.	100%	SOE	210.9	+ 46.0%	3.5%	3.6%
Slovenia	100%	SC	318.9	+ 100.4%	0.2%	0.4%
Finland	100%	SOE	484.7	+ 95.5%	4.6%	4.8%
France	100%	SC	444.6	+ 77.9%	1.9%	3.3%
UK	100%	SOE	355.2	+ 36.4%	-3.6%	1.4%
Switzerland	100%	SOE	742.4	+ 149.9%	6.2%	8.5%
Norway	100%	SOE	541.4	+ 59.7%	2.2%	2.9%
USA	100%	SC	669.3	+ 96.8%	1.4%	5.0%
Legend SOE = State Owned Enterprise, ruled by private corporate law SC = Statutory Corporation, ruled by public-entities law Out-performance Factor = (Actual Postal Usage / Predicted Postal Usage) – 1						

Source: Posts' websites and authors' calculations on data from UPU

As we can see, there is no common legal form for successful posts. Furthermore, privatization of the postal market is not a consensus even among rich countries, nor is it a necessary condition to have a successful postal provider. What successful posts do

⁶⁰ In constant 2000 dollars, adjusted by Purchase Power Parity.

⁶¹ The results of our calculations included Netherland's Post. However, we excluded it from the table because our database did not have Financial results for it.

⁶² The "Out-performance factor" is the percentage by which actual usage exceeds predicted usage, according to the country's average income. For instance, Hungary uses 16.6% more mail than predicted for a country with its GDP per capita level.

⁶³ The penultimate column refers to the Posts' average performance over a 4 year period, while the last one refers only to the last 2 years in that same period. Hungary's and UK's Posts had positive financial results during 2003-2004, but they are outweighed by losses during 2001-2002.

have in common is that:

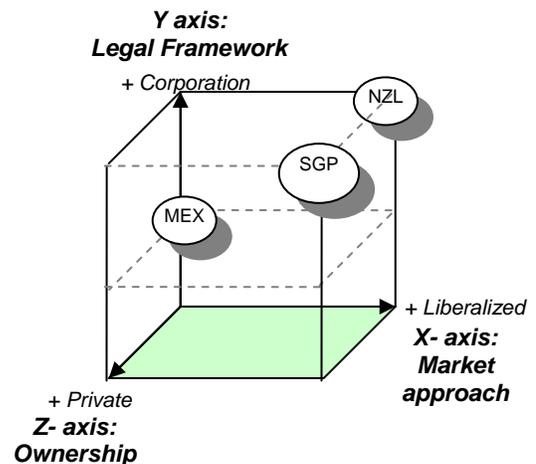
- 1) *they are financially healthy; and*
- 2) *they have greatly expanded their line of products and services.*

As the reader can see in detail in Appendix E, successful posts are currently performing activities such as banking services and logistics solutions (e.g. functioning as warehouses and shipping agents for small and medium enterprises). Some have even expanded their operations internationally, by acquiring courier firms or investing in other countries' posts. It seems that mail services are usually a money-losing activity, and successful posts rely on new, profitable offerings, to balance their finances.

9b. Identification of Solutions

As we can see in Figure 20, the approaches used for postal systems throughout the world can be mapped within three dimensions: legal framework (with a ministry-dependent Post on one extreme and a corporation under private corporate law in the other), ownership (ranging from wholly government-owned to fully private) and market approach (with a monopoly on one extreme and a fully liberalized market on the other). For instance, Singapore's post ("SGP" in Figure 20) is a corporation under private corporate law, fully privately owned, with no monopoly. New Zealand's (NZL) is a corporation under private corporate law, fully government-owned, with no monopoly. SEPOMEX is a statutory corporation (ruled by public-entities law), wholly government owned, with a full monopoly. SEPOMEX's position is shared by the United States Postal Service.

Figure 20 – Postal Approaches



Source: Authors

Our team has designed five potential solutions that could improve the quality of the postal service that Mexicans receive, essentially by choosing distinct points within the three-dimensional space described in Figure 20. We have designed alternatives in such a manner that each one is internally consistent and able to fully materialize its potential; for instance, an option that implies a full public monopoly necessarily requires a regulatory/enforcement agency, if it is to maximize the likelihood of its success.

The five options imply different degrees of managerial flexibility, different long-term stability outlooks, and different costs. We have assumed that all costs necessary to modernize the postal service in the immediate future are effectively made for all the options. Regarding costs, we should note that making a conceptual policy decision

among the alternatives requires only having a sense of the magnitude of each option's costs, rather than an exact calculation of financial requirements. A precise estimation of the financial costs of each option is well beyond the scope of this analysis. Accordingly, we have identified the different cost categories that each alternative would imply, and then estimated the order of magnitude of total costs based on said categories.

All five alternatives share the following features, which are strictly necessary for the success of any of them. As to avoid needless repetition, when describing each alternative we will refer to the following three characteristics as "shared reforms":

1. *Eliminating the non-paying public mail system.* As was already discussed, the current entitlement system implies a considerable drain in SEPOMEX's resources and should be discontinued. Parties, tribunals and other institutions should cover the costs of mail they send.
2. *Eliminating dimension limits from the current definition of "correspondence".* As was previously discussed, the current dimensions limits imply no public benefit and provide a legal loophole for firms to get around the law. They should therefore be discontinued.
3. *Explicitly providing an exemption for accelerated delivery with tracking services.* This will provide certainty to courier firms and enable their regulation.

The next paragraphs describe each of the 5 options.

Option A: Improved SEPOMEX Monopoly.

Our team has designed this alternative as one appealing naturally to a Latin American left-wing party. It implies maintaining full State control over mail activities, investing enough resources to modernize SEPOMEX in the short run, allowing it to perform basic functions, but not granting full managerial autonomy. In fact, it reflects our impression of Representative Tomás Cruz-Martínez' (PRD) position on the topic.

Its main characteristics are:

- *The three shared reforms.*
- *Changing the definition of correspondence to eliminate dimension limits.*
The reserved area would therefore be maintained at one kilogram.
- *Giving COFETEL regulatory and enforcement powers over post, parcel and courier services.*

The 'Comisión Federal de Telecomunicaciones' (COFETEL) is an autonomous public institution responsible for overseeing and regulating telecommunications. Its current faculties include issuing opinions for telephone-service rates, as well as supervising that licensed telecommunications companies comply with the terms of their licenses. Provided that it receives appropriate funds, it should be able to expand its activities to regulating postal and document-transportation services. We believe that the creation of a new agency (as opposed to expanding COFETEL's mandate) would create unnecessary overhead costs. COFETEL's

new powers would include regulating all document-transportation and parcel activities (including mail and courier services), issue licenses for courier services and enforcing the monopoly, with powers to effectively fine and shut down any non-complying private party.

Note that this option would imply taking all “parallel posts” out of the market.

Option B: Liberalizing urban areas.

This option basically implies limiting SEPOMEX’s activities to rural and otherwise high-cost areas (which have the largest probability of getting inappropriate service provision on the part of a private provider) and leaving the rest of the areas – essentially urban ones – to the private sector. We designed this option to reflect Senator Rubio-Barthell’s apparent position on the issue. Its main characteristics are:

- *The three shared reforms.*
- *Eliminating the postal monopoly*
- *Liberalizing urban areas.*

Private parties would be able to apply for a license for the provision of postal services, with the requirement of providing services in every state and at all urban localities with more than a set number of inhabitants. Any areas not served by private parties would be cared for by SEPOMEX. Private parties would be required to transfer any rural-bound mail that they receive, to SEPOMEX, at no cost to the latter.

- *Giving COFETEL regulatory and enforcement powers over post, parcel and courier services.*

In addition to those powers already described for Option A, COFETEL would have the authority to issue licenses for postal services and approve rate ranges for the private providers.

- *Permanently subsidizing SEPOMEX.*

SEPOMEX’s rates would be set by COFETEL, at a level that ensured affordability to rural-area inhabitants. Any costs above that level would be covered by government transfers.

Option C: Unshackling SEPOMEX

Option C is a middle-ground proposal. It essentially implies increasing SEPOMEX’s management flexibility by augmenting the authority of its Board and changing its composition. It includes:

- *The three shared reforms.*
- *Changes in SEPOMEX’s Board’s powers and composition.*

The organization’s Board would be now comprised by representatives of the private sector, public sector and labor, in equal numbers. The Board would have full powers to decide on all management issues, including setting rates (within the ranges authorized by COFETEL), organizational and labor issues, as well as defining a budget.

- *Changing the definition of correspondence to eliminate dimension limits, and reducing the reserved weight to 350 grs.*
The current weight limit set by the Postal Service Law seems excessive in an international context in which most Posts have a 350 gr reserved area. Any specific cut-off point is by nature arbitrary; however, the international experience seems to point at 350 grs as a reasonable limit, which allows Posts to have a sufficiently-large market.
- *Giving COFETEL regulatory and enforcement powers over post, parcel and courier services.*
COFETEL's new powers would include those described in Option B.
- *Guaranteeing government transfers to SEPOMEX.*
As was described in previous sections, SEPOMEX is currently forced to compete against other general-budget expenses for the government transfers it receives. Granting authority to its Board to set SEPOMEX's budget is thus insufficient – it is necessary to break the organization's dependence on political cycles. This would be done by enacting a legal provision to establish that SEPOMEX will receive, every year, a government transfer equal to last year's net loss, up to a set percentage of operating income.
- *Extending SEPOMEX's mandate to include mail-related activities.*
The Postal Service Law (and related legal provisions) would be amended in order to allow SEPOMEX to perform the mail-related services that its counterparts in other countries are currently performing, such as logistics and banking/financial services.

Option D: Corporatization

This option essentially implies 'transforming' SEPOMEX into a corporation ruled by private corporate law, with the Mexican Government as the only shareholder. The option includes the following:

- *The three shared reforms.*
- *Changing the definition of correspondence to eliminate dimension limits, and reducing the reserved weight to 350 grs.*
- *Creating a new corporation.*
SEPOMEX is currently a statutory corporation, ruled by the laws and regulations that apply to public-sector organizations. Under option D, the Mexican Government would create a new State Owned Enterprise; that is, a corporation ruled by private corporate law (Ley de Sociedades Mercantiles), with the Mexican Government as the only shareholder. All of SEPOMEX's resources would be transferred to this new corporation, which would be issued a monopolistic postal-service license. The new corporation would handle all mail under 350 grs and anything above that could be handled by private parties. SEPOMEX itself would be closed down.
- *Changing the Board's composition to include representation by the Private and Labor sectors.*

- *Giving COFETEL regulatory and enforcement powers over post, parcel and courier services.*
COFETEL's new powers would include those described in Option B.
- *Phasing-out government transfers*
The Mexican Government would guarantee declining transfers during a 10 year period, which would be set at specific percentages of SEPOMEX's final year's operating income. For instance, were the option to be implemented during 2007, the plan could guarantee transfers equivalent to 15% of 2006's operating income for the 2007-2011 period, and then declining percentages which would reach zero by 2016.

Option E: Full liberalization and privatization

Under option E, all mail services could be provided by private parties; the monopoly would be abolished. Alternative E includes:

- *The three shared reforms.*
- *Allowing for private provision of services.*
Private parties would be able to apply for a license for the provision of postal services, with the requirement of providing services in every state and at all urban localities with more than a (low) set number of inhabitants.
- *Giving COFETEL regulatory and enforcement powers over post, parcel and courier services.*
COFETEL's new powers would include those described in Option B.

Under this option, SEPOMEX could either be allowed to compete for its survival in the market or be closed from the beginning. The Mexican Government could provide subsidies to private companies for the mail volume they chose to handle in low-population, rural (or otherwise high cost) areas of the country.

9c. Legal Feasibility

None of the proposed options is feasible under the current legal framework. All of them require changes in Mexican Laws and regulations; for instance:

- Changes in Articles 12 and 13 of the Postal Service Law (Ley del Servicio Postal Mexicano). Definition of "correspondence" would need to be modified so that dimension limits are eliminated, and the distinction between regular and accelerated delivery with tracking services is made.
- Additions to the Postal Service Law, specifically to Article 5, to grant regulatory and enforcement powers to COFETEL.
- Modifications to the Decree of Creation of the Federal Telecommunications Commission (*'Decreto de Creación de la Comisión Federal de Telecomunicaciones'*) as to include its new powers.
- Changes in different legal provisions (such as articles 41, 53 and 54 of the *'Código Federal de Instituciones y Procedimientos Electorales'*) to eliminate the non-paying

- public mail entitlement system. Alternatively, Congress could issue a single new law, canceling all entitlements at once.
- *In the case of option A:* no other changes are required.
 - *In the case of Option B:* changes in Article 28 of the Constitution to eliminate the postal monopoly, and changes in the Postal Service Law as to limit SEPOMEX's mandate to service rural areas would be required.
 - *In the case of Option C* the following additional changes would be required: 1) Changes in Article 13 of the Postal Service Law so that the maximum weight of correspondence is lowered from 1kg to 350g. and to expand its mandate (services it offers), 2) changes in Articles 5 through 9 of the Organic Statute of SEPOMEX to modify the Board's powers and composition, and 3) changes in the Public Entities Law and the Public Administration Law to give more administrative flexibility to SEPOMEX.
 - *In the case of Option D,* changes in the Postal Service Law so that SEPOMEX's reserved area is set at a maximum weight of 350g, and so that SEPOMEX is transformed into a publicly owned corporation ruled by private law.
 - Finally, *in the case of option E,* the following changes would be required: modifications in Article 28 of the Mexican Constitution as to eliminate the postal monopoly, 2) enactment of a new Postal Service Law to establish that the postal market will be served by various companies under a license, and the obligations of these posts, and 3) modifications on COFETEL's legal framework, as to give it powers not only to regulate, but also to issue licenses to private posts.

It is important to note that options A, C and D more or less imply the same level of complexity in terms of legal changes. On the other hand, options B and E are more difficult, as they imply constitutional amendments.

9d. Efficiency and Costs Evaluation

In this subsection, we will evaluate each option in terms of efficiency and accordingly rank them from 1 (best alternative) to 5 (worst one). We will assume that equity is guaranteed by appropriate regulatory and enforcement activities. This section also includes an estimation of the magnitude of costs to the Federal Government (and the according assignment of grades from "Low" to "High").

Option A: Improved SEPOMEX Monopoly.

This alternative does not include granting greater management autonomy to SEPOMEX, or taking advantage of competitive forces. With no competition-driven incentives to continually improve, costs are not likely to be efficiently reduced. Moreover, SEPOMEX would still have to compete with general-budget resources for government transfers. We therefore believe SEPOMEX would periodically fall back again, requiring new rounds of

public investment to keep it afloat. Essentially, the option ‘kicks the problem into the future’.

However, we recognize it is a politically-appealing option, because it maintains State’s control over an area typically seen as ‘strategic’, and implies ‘complying with, and enforcing the spirit of the current law’.

Table 4 summarizes our evaluation of Option A, when taking into account the criteria set in section 7. *We rank this option as a 5 (worst among all) in terms of efficiency.*

Regarding costs, Option A would likely imply:

- Continued costs related to oversight, regulation and enforcement of the monopoly;
- Short-term public investment required for modernization; and
- Periodical infusions of investment.

Table 4 – Efficiency evaluation for Option A	
<i>Attribute</i>	<i>Outcome</i>
Universal coverage	Likely
Affordable prices	Not likely
Accessibility	Depends
Reliable service	Not likely
Financial long-term self-sustainability	Not likely
Ability to adapt	Not likely

*Our team therefore estimates the sum of these costs to be **High**.*

Option B: Liberalizing urban areas.

This option implies private parties would take care of urban (profitable) areas and SEPOMEX would concentrate in high-cost regions (essentially rural ones). As with option A, SEPOMEX would not have strong incentives to control costs or innovate (in its fraction of the market). Furthermore, because private parties would take the profitable regions, SEPOMEX would not be able to cross-subsidize, and would therefore require a high proportional subsidy. The latter implies an increased risk of policymakers eventually getting tired of the situation and scrapping SEPOMEX altogether, so the option is not stable in the long run. Moreover, the regulatory body would have to maintain constant supervision over the privately-run fraction of the market.

Essentially, this option would likely increase the level of service in urban areas when compared to the current situation, and would maintain the same level for rural regions. We do recognize, however, some appeal to this option, in the sense that it amounts to ‘regularizing’ the current situation and trends, and that it provides a clear destination for subsidies.

Table 5 summarizes our evaluation of Option B, when taking into account the criteria set in section 7. *We rank this option as a 4 in terms of efficiency.*

<i>Attribute</i>	<i>Outcome</i>
Universal coverage	Likely (in both rural and urban areas).
Affordable prices	Likely in urban areas, not likely in rural ones.
Accessibility	Not optimal in rural areas
Reliable service	Good in urban areas, regular in rural ones
Financial long-term self-sustainability	Not likely
Ability to adapt	Likely in urban areas, not likely in rural ones

Regarding costs, Option B would likely imply:

- Continued costs related to oversight, regulation and enforcement; and
- Short-term public investment required for modernization and periodical infusions of investment for SEPOMEX.

*Our team therefore estimates the sum of these costs to be **Medium**.*

Option C: Unshackling SEPOMEX

Option C implies providing flexibility through an autonomous SEPOMEX Board. That should allow the organization to better link compensation with productivity; make any adjustments necessary to the organizational structure, make appropriate investment decisions and set tariffs at an adequate level. Representation of the private and labor sectors should make the organization more responsive to society’s needs. Moreover, because it implies guaranteeing government transfers up to a certain percentage of income, it de-links the organization from political cycles. On the other hand, given that it would have a guaranteed ‘lifesaver’, incentives to innovate would not be as strong as if the organization was to be left to its own devices after a period of decreasing transfers; however, the situation might be controlled by setting a low limit for the guaranteed transfers. By having its mandate extended, SEPOMEX could perform high value-added services (such as logistics for small and medium enterprises) with which to balance its finances. Unfortunately, ability to adapt would be less than optimal, because the organization would not be able to expand to areas not foreseen by the legislative at the time of law amendment.

The fact that the current SEPOMEX administration seems to be maneuvering reasonably well within the constraints it faces, allows us to expect that service levels would substantially improve with the flexibility granted by this option. Table 6 summarizes our evaluation of Option C, when taking into account the criteria set in section 7. *We rank this option as a 2 in terms of efficiency.*

<i>Attribute</i>	<i>Outcome</i>
Universal coverage	Likely
Affordable prices	Likely
Accessibility	Likely
Reliable service	Likely
Financial long-term self-sustainability	Likely
Ability to adapt	Likely

Regarding costs, Option C would likely imply:

- Continued costs related to oversight, regulation and enforcement;
- Short-term public investment required for modernization; and
- Periodical, relatively small government transfers for SEPOMEX, in the case it incurs in losses.

*Our team therefore estimates the sum of these costs to be **Medium**.*

Option D: Corporatization

Option D implies a very good set of incentives for the resulting postal provider. The perspective of a decreasing transfer, with a set ‘extinguishing’ date, should encourage the organization to increase its productivity, improve its finances and seek the best commercial opportunities. As with option C, a Board with wide-ranging representation should make the resulting provider more responsive to society’s needs.

Because it would have full autonomy to engage in whatever new activities it deemed appropriate (including forging strategic alliances, acquiring courier companies, etc), the new corporation would have superior abilities to adapt to changes in the market. And having full management autonomy, the organization would be able to make any changes needed in structure, employment, cost structures, investments and so on. In sum, option D includes all the benefits of option C, adding more flexibility and stronger incentives.

Table 7 summarizes our evaluation of Option D, when taking into account the criteria set in section 7. *We rank this option as a 1 (best among all) in terms of efficiency.*

Table 7 – Efficiency evaluation for Option D	
<i>Attribute</i>	<i>Outcome</i>
Universal coverage	Very likely
Affordable prices	Very likely
Accessibility	Very likely
Reliable service	Very likely
Financial long-term self-sustainability	Very likely
Ability to adapt	Very likely

Regarding costs, Option D would likely imply:

- Continued costs related to oversight, regulation and enforcement;
- Short-term public investment required for modernization; and
- A well defined schedule for government transfers.

*Our team therefore estimates the sum of these costs to be **Medium**.*

Option E: Full liberalization and privatization

This last option provides the best match to theoretical-model efficiency considerations: competition forces should drive all the participant’s productivity up and prices down. Universal Service would be guaranteed by well specified contracts and strict regulation,

oversight and enforcement. Management flexibility would be the maximum possible, as would be the ability to adapt to changes. *However, we would like to stress that the only current example of a fully liberalized, fully privatized postal market is that of Singapore, a country which is very different from Mexico.* Indeed, Singapore’s population is 4.3 million people, of which 100% is urban, while Mexico’s amounts to 103.8 million of which 75% is urban. Singapore’s land size is 670 square kilometers, whereas Mexico’s is 1.9 million square kilometers⁶⁴. This information implies a population density of 6,418 inhabitants per sq-km (all urban) for Singapore, and 54 for Mexico (75% urban). The high density of population in Singapore and its completely-urban status is likely to imply pretty flat, relatively-low costs across areas; under these conditions, there are no evident incentives for private firms to neglect any regions. The case of Mexico is very different: not only is density 2 levels of magnitude less; different regions have very different geographical and accessibility conditions. Thus, in the Mexican case, regulatory and enforcement costs would likely be much higher, as private firms would have constant incentives to neglect some regions. In sum, we believe Option E may become a good alternative for Mexico in some decades, but we do not consider it to be the best option under today’s conditions.

Table 8 summarizes our evaluation of Option E, when taking into account the criteria set in section 7. *We rank this option as a 3 in terms of efficiency.*

Table 8 – Efficiency evaluation for Option E	
<i>Attribute</i>	<i>Outcome</i>
Universal coverage	Requires high supervision
Affordable prices	Very likely
Accessibility	Very likely
Reliable service	Very likely
Financial long-term self-sustainability	Very likely
Ability to adapt	Very likely

Regarding costs and assuming SEPOMEX is shut down, option E would likely imply:

- Continued, high costs related to oversight, regulation and enforcement; and
- Low closure costs (labor settlements, etc) partially offset by revenues from sales of assets;

Our team therefore estimates the sum of these costs to be Low.

9e. Political Feasibility

Because all reform options require modifications to Congress-enacted laws (or even the Constitution) their political feasibility depends on parties’ positions on the topic. Unfortunately, the issue of Postal service reform has not been an item in the country’s political agenda; therefore, there are no existing “official” views on the topic that we can

⁶⁴ Source: World Bank, World Development Indicators Database.

readily use. Nevertheless, we can reasonably estimate parties' positions by combining the following information and comparing it against the different reform options:

- a) Their general ideological stance,
- b) Their observed positions on the potential reform of other publicly-provided services which have been part of the political agenda (for instance, the case of PEMEX, the state-owned oil company), and
- c) The positions of key members in each party.

Regarding the second point, it is important to note that privatization is a somewhat "taboo" topic in Mexico. No Mexican party has put forward a proposal to privatize neither PEMEX nor CFE (the electric-power company); some have proposed to allow private investment in the oil business (in the form of new companies that would either complement or compete with PEMEX) but that does not imply selling PEMEX to a private party nor closing it altogether.

Our estimation of each party's natural position is as follows:

- *Partido Acción Nacional (PAN)*

PAN may be characterized as a Christian-democratic, pro-business party that occupies the right wing of Mexico's political spectrum. It currently holds 29.6% of the seats at the Representatives Chamber and 35.94%⁶⁵ at the Senate.

In the case of PEMEX, President Fox filed an initiative allowing for private investment in some oil sectors, which the PAN party endorsed⁶⁶. The party does not endorse privatization of PEMEX (at least publicly).

In the specific case of a Postal reform, the best way to gauge the party's potential position would be to interview Senator Héctor Osuna-Jaime (President of the Senate's Commission on Communications and Transportation) and Representatives Federico Döring-Casar and José Sacramento-Garza (Secretaries of the Lower Chamber's Communications Commission). Unfortunately, our team was unable to secure an appointment with any of them during January 2006.

Instead, we interviewed Mr. Jorge Alvarez-Hoth, the Communications Undersecretary. We believe his opinion could reasonably be taken as representative of that of the Fox Administration, and by extension, of that of the PAN. According to Mr. Alvarez-Hoth, the administration is aware of the need for a Postal reform; however, the topic has not been set as a priority because other issues have been considered to be more urgent for the country. In his opinion, an ideal reform would consist of reducing SEPOMEX's monopoly to 350g; enforcing the law and giving oversight and regulatory power over mail, parcel and courier services to an existing

⁶⁵ Source for parties' representation: Webpages of the Senate(www.senado.gob.mx) and Chamber of Representatives (www.diputados.gob.mx)

⁶⁶ "Impulsa Fox energía con capital privado", Reforma, August 14th, 2002 and "Dará el PAN batalla política", Reforma, August 15th, 2004.

regulatory agency; giving SEPOMEX autonomy to set its tariffs, manage its budget, and control its personnel structure; giving SEPOMEX the necessary funds to modernize its plant and equipment; canceling the non-paying public mail system; and legalizing the status of existing parallel posts (for weights above 350 grs) and existing courier services.

As we can see, the PAN party would be naturally close to option C and possibly D.

- *Partido Revolucionario Institucional*

Because of historical reasons, the PRI is a mixture of left-wing, centrist and right-wing ideologies. That places it at the center of the Mexican political spectrum. PRI currently holds 44.4% of the seats at the Representatives Chamber and 46.88% at the Senate.

On the issue of PEMEX, a group of its members filed an initiative to allow for private investment, while a different one proposed increased state investment in the company⁶⁷, and additionally filed a lawsuit against a special public-private scheme that the Fox administration had just begun to implement, arguing that it was unconstitutional⁶⁸. The abovementioned speaks about diversity of opinions being quite real within the party.

On the specific topic of a Postal reform, it seems the PRI would split into three different groups:

- a) A group that strongly supports State control over Constitutionally-mandated “strategic areas”, including mail. The group’s typical representative is Senator Manuel Bartlett-Díaz, who our team was able to interview. Mr. Bartlett is an emphatic supporter of full government control over strategic areas, and criticizes the Fox Administration harshly for not enforcing the current postal law. He led the group which legally opposed the private-public oil investment scheme referred above. In the case of the Postal service, he believes that the Mexican Government should simply comply with the current law, enforce the monopoly and take all parallel posts out of the market. In his view, if SEPOMEX’s monopoly was enforced, the company wouldn’t have to be subsidized, and would have enough resources to provide an adequate service.
- b) A second group would likely endorse an option that implied regularizing existing parallel posts, while keeping SEPOMEX active in the market. We believe Senator Erick Rubio-Barthell (Secretary of the Senate’s Communications and Transportation Commission) would be the typical representative for this group. According to Mr. Rubio-Barthell, a potentially successful solution might be to leave the urban segment of the postal market to be covered by the parallel posts

⁶⁷ See, for instance: http://www.fina-nafi.org/contenu/partages/presentConf04/Salazar_Camara.ppt and <http://www.jornada.unam.mx/2003/10/23/003n1pol.php?origen=politica.php&fly=1>

⁶⁸ “Entrevista/ Alejandro Gutiérrez/ 'Queremos en el PRI lo mejor para el País'”, Reforma, August 29, 2002 and “Presenta el PRI denuncia por contratos de Pemex”, Reforma, May 28th, 2004.

and the rural segment to SEPOMEX. This way, SEPOMEX would concentrate in providing what is truly a needed 'public service'.

- c) Finally, there would be a third, essentially swing group. This fraction of PRI does not have strong opinions on the subject, and could be persuaded either way.

Therefore, we believe the PRI party would naturally be divided between options A, B and C.

- *Partido de la Revolución Democrática (PRD).*

The PRD is a left-wing party. It currently controls 19.4% of the seats at the Representatives Chamber and 12.50% at the Senate.

It has traditionally supported total State control over strategic areas and is an emphatic enemy of privatization in the cases of PEMEX and CFE⁶⁹. We spoke to Congressman Tomás Cruz-Martínez, a member of the Representatives Chamber's Communications Commission, and who other representatives referred to as 'the party's authority on postal issues'. Mr. Cruz-Martínez stated that he favored a solution with the following attributes: changing the definition of the postal monopoly by eliminating the dimension limits (with no reduction of the weight limit); providing enough resources to modernize SEPOMEX, and creating a regulatory entity with strong sanctioning powers to guard SEPOMEX's monopoly and oversee all parcel and courier providers.

The PRD party would therefore favor option A.

- *Partido Verde Ecologista de México (PVEM or 'green party')*

The green party is difficult to categorize ideologically within a left-right political spectrum. It has opportunistically sided with both the PAN and PRI. Its position on PEMEX and CFE seems to be similar to that of PAN. PVEM holds 3.4% of seats at the Representatives Chamber and 3.91% at the Senate.

We interviewed two Representatives from the green party, Mr Jorge Legorreta-Ordorica (Secretary of his Chamber's Communications Commission) and Mr. Guillermo Velasco-Rodríguez. Mr. Legorreta-Ordorica said he only saw two feasible solutions: 1) enforcing the postal monopoly and eliminating parallel posts, and 2) regularizing parallel posts and giving SEPOMEX enough flexibility to become competitive. Representative Velasco-Rodríguez shared the belief that parallel posts must be legalized. He stated that even if private companies are allowed to enter the market, the State must keep its own postal company for social and strategic purposes. Additionally, he told us that in his opinion, the most feasible reform would imply finding a way to provide more autonomy to SEPOMEX without altering its legal status as a statutory corporation.

⁶⁹ See, for instance, PRD's official press releases numbers 067/06 (March 22, 2006) and 049/06 (March 10, 2006) at www.prd.org.mx. Also, "La patria no se vende.- AMLO", Reforma, August 22, 2002.

We therefore believe PVEM would support *option C*.

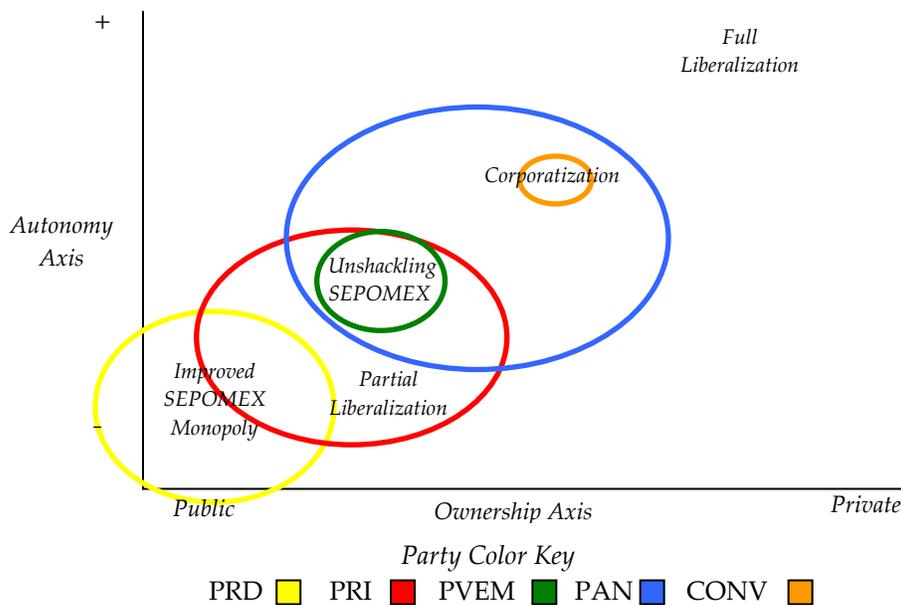
- *Smaller parties.*

To gauge the position of smaller parties we selected *Convergencia*, a party which self-describes as social-democratic. Representative Jesús Gonzalez-Schmal (member of his Chamber’s Communications Commission) supported ‘some sort of a mixed solution’, with SEPOMEX providing basic correspondence services and more complex services being provided by private firms.

We decided not to assume any position for the smaller parties; they will likely side, opportunistically, with one of the larger ones.

Combining the above information with the different options’ attributes, and graphing over an Autonomy versus Ownership space, we can see that the parties’ positions map roughly as follows:

Figure 21 – Conceptual Mapping of Political Positions



The next logical step is making a numerical estimation of the overall support that each option would ‘naturally’ get. For the sake of simplicity, we will focus on the Chamber of Representatives and ignore the Senate (effectively assuming that the latter would approve any initiative approved by the former).

Our estimation for how each party's votes would split among the different options is the following:

- PRI:
 - ✓ 2/6 for Option A (Improved SEPOMEX Monopoly)
 - ✓ 1/6 for Option B (Partial Liberalization) and
 - ✓ 3/6 for Option C (Unshackling SEPOMEX)
- PAN:
 - ✓ 1/2 for Option C
 - ✓ 1/2 for Option D (Corporatization)
- PRD:
 - ✓ 100% for Option A
- PVEM
 - ✓ 100% for Option C

Applying those percentages over each party's representation figures results in Table 9:

<i>Table 9 – Likely Political Support , under the current Congress</i>							
	<i>Total % of Seats</i>	<i>Option A: Improved SEPOMEX Monopoly</i>	<i>Option B: Partial Liberalization</i>	<i>Option C: Unshackling SEPOMEX</i>	<i>Option D: Corporatization</i>	<i>Option E: Full Liberalization</i>	
<i>PRI</i>	44.4 %	14.8 %	7.4 %	22.2 %			
<i>PAN</i>	29.6 %			14.8 %	14.8 %		
<i>PRD</i>	19.4 %	19.4 %					
<i>PVEM</i>	3.4 %			3.4 %			
<i>Other</i>	3.2 %						
<i>Total</i>	100 %	34.2 %	7.4 %	40.4 %	14.8 %	0%	
			B + C + D = 62.6 %				

As we can see, Option C seems to have the highest success probability under the current Congress. However, we have to take into account that it is highly unlikely that 5 different reform initiatives (one for each of our options) are filed before Congress and reach a voting phase simultaneously. We believe that if Congress is presented with only two initiatives, roughly corresponding to Options A and C, the latter should absorb most 'natural' votes from Options B and D. This is because Representatives who 'naturally' favor Options B and D essentially prefer solutions that give a role to both the private and public sector, as opposed to a solution that heavily relies on public provision; therefore, Option C should look like a good compromise to these legislators. Following that line of reasoning, Option C could gather around 62% of the votes, versus 34% for Option A.

However, we believe that it is already too late for any reform proposal to be submitted and approved by the current Congress, which will be renewed in the July 2006 elections. We therefore need to forecast the likely composition of the next legislature. A recent poll⁷⁰ suggests that the PRD will obtain a substantial increase in representation, mainly in detriment of the PRI. *In this scenario, Option A (Improved SEPOMEX Monopoly) would have the largest 'natural' number of votes in next year's Congress:*

Table 10 - Political Support under the next Congress (February Poll)						
	<i>Total % of Seats</i>	Option A: Improved SEPOMEX Monopoly	<i>Option B: Partial Liberalization</i>	<i>Option C: Unshackling SEPOMEX</i>	<i>Option D: Corporatization</i>	<i>Option E: Full Liberalization</i>
PRI & PVEM	33.0 %	11%	5.5%	16.50%		
PAN	29.9 %			14.95%	14.95%	
PRD & Convergencia & Labor Party	34.2 %	34.2%				
Others	2.9 %					
Total		45.2%	5.5%	31.45%	14.95%	
			B + C + D = 51.9%			

However, as before, we believe that Option C could get support from Representatives naturally favoring B and D; in this state of affairs, Option C could get 52% of the votes against 45% for Option A.

⁷⁰ Estimation on the composition of the next Mexican Federal Congress. Data from: *Poll on Voter's Preferences for the 2006 Election*; Consulta Mitofsky; Mexico; February 2006. Combinations of parties (e.g. PRI & PVEM) mean that those parties are running on a coalition.

10. Conclusions and Recommendations

In section 8 we showed that *SEPOMEX urgently needs reform as it is seriously constrained by the lack of enforcement of its legally-mandated monopoly and by an inadequate legal framework*. Despite evident improvements in several of its financial and operating-efficiency measures, the organization has lost a very significant share of the market. Maintaining the status-quo will unavoidably lead to a “death spiral” for SEPOMEX as it is consumed by the vicious cycle depicted in Figure 18. Most importantly, Mexicans’ postal needs cannot be adequately taken care of under the status-quo.

Moreover, in section 9.d we concluded that *the first-best alternative in terms of efficiency and distributional equity is Option D (Corporatization)*, as it provides the best set of incentives for the Postal service provider. *The second-best alternative is Option C (Unshackling SEPOMEX), which differs from the former only on the issue of legal status of the organization, and therefore to some degree in management flexibility.*

Furthermore, as we saw in section 9.e, *obtaining enough political support for the first-best option is very unlikely under the next Congress. That need not, however, be the case for the second-best alternative (Option C). All of the above information is summarized in Table 11 below:*

	<i>Option A: Improved SEPOMEX Monopoly</i>	<i>Option B: Partial Liberalization</i>	<i>Option C: Unshackling SEPOMEX</i>	<i>Option D: Corporatization</i>	<i>Option E: Full liberalization and privatization</i>
Efficiency ranking	5	4	2	1	3
Cost	High	Medium	Medium	Medium	Low
Political Feasibility	High	Low	High	Low	None

In view of all of the above, our policy recommendations to *Fundación IDEA* are as follows:

- a) *Fundación IDEA should push for “Unshackling SEPOMEX” in the public agenda. It is a reasonably-efficient alternative that has the potential to gain sufficient political support.*

- b) We believe that *IDEA* should be able to use the results of our analysis to demonstrate the need for Postal Reform and to show the desirability of Option C to solve the postal needs of the Mexican people. *IDEA* should (accurately) portray “Unshackling SEPOMEX” as a solution specifically designed for the Mexican context, that has also proven to be successful in many countries throughout the world.

- c) *Fundación IDEA* should design an information campaign specifically directed towards Congress, with the specific objective of securing support for Option C (from Representatives who would naturally favor Options B and D).

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ACKNOWLEDGEMENTS

We would like to thank Profrs. John Donahue, Merilee Grindle, Jay Rosengard and Erzo Luttmer for invaluable comments and direction. Our client and its representatives, Alberto Saracho-Martínez (Executive Director) and Raúl Abreu-Lastra (Senior Researcher) were also very helpful as they provided continuous feedback. We are also indebted to SEPOMEX employees and officials who asked to remain unidentified; their insights were useful in understanding the organization and its troubles. Our gratitude, also, to Representatives Jesús P. González-Schmal, Guillermo Velasco-Rodríguez, Jorge Legorreta-Ordorica and Tomas Cruz-Martínez; Senators Eric L. Rubio-Barthell and Manuel Bartlett-Díaz; and Undersecretary Jorge Alvarez-Hoth, for their time, comments and consideration.

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APPENDIX A – Basic Data and Calculations

This appendix contains basic data used by our team to produce this document. It also contains details on statistical analyses performed by our team.

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DATABASE

Source: Universal Postal Union, World Development Indicators

Country	WorldBankCode	TotNumStaff2000	TotNumStaff2001	TotNumStaff2002	TotNumStaff2003	TotNumStaff2004	AverageTotNumStaff	TotPermOffices2000	TotPermOffices2001	TotPermOffices2002	TotPermOffices2003	TotPermOffices2004	AverageTotPermOffice	PermOfficeInStaff2000
Albania	ALB	1,502	1,583		1,595	1,578	1,565	494	542		565	563	541.00	494
Algeria	DZA	23,312	23,312	25,653		25,550	24,457	3,245	3,253	3,272		3,287	3,264.25	3,245
Angola	AGO	1,042	973	951	889	878	947	57	51	55	55	55	54.60	51
Antigua and Barbuda	ATG				184	180	182				13	13	13.00	
Argentina	ARG	14,067	12,669	12,379	11,849	12,162	12,625	5,342	5,363	5,540	5,724	5,689	5,531.60	1,925
Armenia	ARM	4,198		3,960	3,640	3,712	3,878	897		943			920.00	897
Australia	AUS	35,397	35,537	35,762	35,427	35,049	35,434	3,887	3,872	3,861	3,853	3,844	3,863.40	902
Austria	AUT	33,421	30,668	31,669	28,845	27,454	30,411	2,497	2,432	2,072	2,007	1,999	2,201.40	2,497
Azerbaijan	AZE	6,021	4,184	4,933	5,122	4,432	4,938	1,352	1,264	1,283	1,311	1,311	1,317.40	1,352
Bangladesh	BGD			39,409	40,902		40,156			9,848	9,859	9,995	9,900.67	
Bahamas	BHS	303		282	282	293	290	73		62	62	62	64.75	73
Bahrain	BHR	354	365	387	399	407	382	13	12	12	12	13	12.60	13
Barbados	BRB	587	594	594	593	593	592	18	18	18	18	18	18.00	18
Belarus	BLR	30,590	30,712	30,659	30,190	31,655	30,761	3,829	3,837	3,766	3,752	3,784	3,793.60	3,829
Belgium	BEL	39,933	39,173	38,656	39,002	36,320	38,617	1,368	1,355	1,302	1,301	1,369	1,339.00	1,368
Belize	BLZ	215					215	136		136			136.00	136
Benin	BEN	650	554	519	615	610	590	176	149			174	169.25	176
Bhutan	BTN			401	279	297	328				110	110	110.00	
Bolivia	BOL	946	886	960	1,090	778	932	158	142				150.00	95
Bosnia and Herzegovina	BIH	1,696	1,714	2,214	2,278	2,283	2,037	236	243	241	243	245	241.60	236
Botswana	BWA	1,070	1,074	1,064	971	872	1,010	872	183	183	183	181	181.80	112
Brazil	BRA	82,002	87,023	98,015	104,668	109,777	96,297	12,212	12,520	12,277	12,114	12,367	12,298.00	5,351
Bulgaria	BGR	13,781	15,248	15,072	14,878	14,851	14,766	3,028	3,028	3,021			3,066.75	3,210
Burkina Faso	BFA	744	698	738	743	778	740	70	70	71	73	73	71.40	70
Burundi	BUR	305	304	310	325	353	328	29	29	29	29	29	29.00	28
Cambodia	KHM	623	823	825	825	825	825	77	79	79	79	79	78.60	77
Cameroon	CMR		2,403	3,753	3,500		3,219		243	259	259	259	253.67	
Cape Verde	CPV	238	221	221	230	223	227	54	54	54	53	53	53.75	32
Central African Rep.	CAF	280	304	295	284	234	279	33	32	32	32	24	30.60	33
Chad	TCD	418	413	346	241	241	332	44	40	37	42	42	41.00	44
Chile	CHL	6,756	6,116	5,351	5,005	4,979	5,641	573	574	409	539	568	532.60	546
China	CHN	524,240	506,066	495,000	641,000	649,000	563,061	70,968	76,898	76,358	63,555	66,393	70,834.40	40,729
Colombia	COL	4,052	2,488	2,440	3,720	3,392	3,218	1,605	1,332	2,099	2,174	1,996	1,841.20	230
Congo, Dem. Rep.	ZAR	1,730	1,563	1,439	1,439	497	1,301	497			280	280	284.25	497
Congo, Rep.	COG		561		349		455		96		37		66.50	
Costa Rica	CRI	1,157	1,041	1,082	1,070	1,063	1,083	128	126	121	121	149	129.00	128
Cote d'Ivoire	CIV	1,151	1,109	1,026	1,073	1,073	1,094	186	187	188	194	197	190.40	186
Croatia	HRV	12,443	12,030	11,924	11,931	11,919	12,049	1,153	1,155	1,163	1,168	1,158	1,159.40	1,153
Cyprus	CYP	1,661	1,557	1,780	1,752	1,765	1,703	999	1,081	1,108	1,111	1,111	1,084.40	52
Czech Rep.	CZE	42,191	41,363	41,091	40,730	40,446	41,164	3,360	3,557	3,556	3,430	3,419	3,464.40	3,343
Denmark	DNK	24,867	23,895		27,682	28,349	26,198	1,072	1,048	1,048	1,019	996	1,050.20	473
Djibouti	DJI		195		199		198				10	10	10.33	
Dominican Republic	DOM		1,710	1,489	1,515	1,607	1,580	243	209		278	278	252.00	226
Ecuador	ECU	540	539	564	691	689	605	125	115	254	254	254	182.75	119
Egypt	EGY	41,314	40,180	40,822	42,350	42,702	41,474	5,399	5,482	5,530	5,615	5,506.50	5,319	3,129
El Salvador	SLV	1,134	710	709	750	872	835	291	239	295	313	313	291.00	291
Entrea	ERI	166	174	184	183	210	183	60	58	71	64	66	63.80	28
Estonia	EST	4,407	4,281	4,344	4,237	4,178	4,289	572	569	549	549	545	556.80	542
Ethiopia	ETH	1,322	1,418	1,393	1,420	1,353	1,381	552	529	624	611	650	593.20	195
Fiji	FJI	413	431	459	460	479	448	281	259	259	169	169	212.75	52
Finland	FIN	24,763	22,544	22,544	23,740	23,297	23,586	1,471	1,387	1,387	1,346	1,311	1,378.75	374
France	FRA	291,812	292,317	291,594	285,802	280,327	288,370	16,662	17,061	17,015	16,992	16,947	16,935.40	13,738
French Polynesia	PYF	871	357	934			721	94	94	94	94	94	94.00	53
Gabon	GAB	692		786	786	840	776	52		58	59	60	57.25	52
Georgia	GEO	4,185	3,460	3,226	3,056	3,233	3,252	1,087	1,040	1,025	998	1,065.40	1,177	
Germany	DEU	324,203	321,369	371,912	383,173	379,828	356,097	13,500	13,000	12,683	13,514	13,019	13,143.20	13,500
Ghana	GHA	2,329	2,325	2,365	2,284	2,326	2,326	1,027	1,027	689	730	721	836.20	312
Greece	GRC	11,438	10,813	11,345	11,402	11,404	11,280	1,779	2,052	2,167	2,218	2,200	2,083.20	979
Grenada	GRD		148		154		154			52	52	52	52.33	
Guatemala	GTM		937		931		927		406	404	434	436	420.00	
Guinea	GIN	335	322	317	300	285	312	61	61	61	61	61	61.00	40
Guinea-Bissau	GNB	139		160	144	148	148	30			20	20	23.33	30
Guyana	GUY			555	564		560				89	71	80.00	
Haiti	HTI	502		452	570	493	504	88		24	55	55	47.75	88
Honduras	HND	869		711			790	314			290		302.00	314
Hungary	HUN	43,878	43,220	43,330	40,848	39,682	42,192	3,257	3,265	3,269	3,102	2,824	3,143.40	2,877
Iceland	ISL		1,866	1,866	1,749	1,196	1,612		95	94	100	94	95.75	
India	IND	603,950	591,140	579,694	565,922	551,777	585,177	154,551	154,919	155,295	155,618	155,618	155,095.75	26,006
Indonesia	IDN	26,782	26,782	26,782	24,476	23,994	25,509	19,881	19,881	19,881	20,073	19,632	19,632.00	3,664
Iran, Islamic Rep.	IRN	12,158	12,336	12,437	12,173	15,329	12,887	5,723	5,173	5,228	5,843	6,511	5,695.60	1,765
Ireland	IRL	9,391	9,663	10,090	10,498	9,647	9,858	1,914	1,783	1,766	1,658	1,604	1,745.00	1,374
Israel	ISR	5,300	5,290	5,274	4,975	4,995	5,167	702	706	690	668	661	685.40	569
Italy	ITA		153,176	148,224	150,746	151,027	150,793	14,918	13,788	13,747	13,728	13,855	14,007.20	14,913
Jamaica	JAM	2,926	2,545		2,338	2,277	2,522	647	629	629	624	603	625.75	308
Japan	JPN	208,379			2,092	2,073	2,073	24,765	24,765	24,744	24,715	24,678	24,732.40	20,219
Jordan	JOR	2,849	2,551	2,281	2,369		2,369	626	500	475	382		477.20	382
Kazakhstan	KAZ	15,357	16,513	16,809	17,372	17,792	16,769	3,826	3,800	3,577	3,791	3,733	3,745.40	3,826
Kenya	KEN	5,181	5,093	4,832	4,738	4,526	4,874	890	891	869	877	865	878.40	478
Kiribati	KIR				30		30				25		25.00	
Korea, Rep.	KOR	37,163		38,979	39,171	42,920	39,558	3,688	3,688	3,709	3,702	3,692	3,695.80	2,816
Kuwait	KWT	1,397	1,418	1,800	1,836	1,636	1,636	59	55	56	57	59	57.20	59
Kyrgyz Republic	KGZ	4,262	4,435	4,416	4,309	4,946	4,946	920	920	920	920	922	920.40	920
Lao PDR	LAO	481	505	518	472	469	489	196	224	237	342	234	240.60	165
Latvia	LVA	7,378	7,229	7,160	7,316	7,450	7,307	970	969	964	964	964	967.00	970
Lebanon	LBN	535	515	552	566	559	559	192	194	196	192	200	194.80	47
Lesotho	LSO	527	417	420	432	434	446	154	153	153	153	153	153.20	48
Liberia	LBR	225		13			119	13					13.00	13
Libya	LYB	2,250		3,673	3,681	3,680	3,321	349		349	351	360	352.25	349
Lithuania	LTU	8,591	8,303	8,117	8,030	8,029	8,214	965			955	960.00	959	
Luxembourg	LUX	1,784	1,791	1,792	1,782	1,755	1,781	108	108	108	108	109	108.20	105
Macao, China	MAC	341	327	326	321	330	329	20	18	18	18	18	18.40	19
Macedonia, FYR	MKD	2,378	2,279	2,290	2,24									

DATABASE

Source: Universal Postal Union, World Development Indicators

Country	WorldBankCode	TotNumStaff2000	TotNumStaff2001	TotNumStaff2002	TotNumStaff2003	TotNumStaff2004	AverageTotNumStaff	TotPermOffices2000	TotPermOffices2001	TotPermOffices2002	TotPermOffices2003	TotPermOffices2004	AverageTotPermOffice	PermOfficeInStaff2000
Mali	MLI	479	466	467		472	471	117	117	117		117	117.000	91
Malta	MLT	853	840	803	665	623	757	52	51	50	50	51	50.800	31
Mauritius	MUS	983	1,015	1,181	1,182	1,073	1,087	102	103	103	103	103	107.200	97
Mexico	MEX	23,137	22,082	20,243	19,547	19,740	20,950	9,957	9,882	8,710	8,681	8,002	9,046.400	2,011
Moldova	MDA	5,235	5,137	5,116	5,365	5,242	5,359	1,269	1,269	1,270	1,270	1,146	1,244.800	1,269
Mongolia	MNG	1,036	860	878	850	850	895	365	396	378	385	385	381.800	365
Morocco	MAR	8,973	8,983	8,984	8,122	8,188	8,650	1,577	1,577	1,595	1,623	1,653	1,603.400	788
Mozambique	MOZ	803	854	815	731	690	779	360	364	369	272	299	332.800	130
Namibia	NAM	757	762	793	814	706	766	118	97	102	118	118	110.600	110
Nepal	NPL	22,508	20,930	20,930	20,917	20,652	21,187	4,012	4,012	4,012	4,012	4,012	4,012.000	882
Netherlands	NLD	63,255	65,957	63,539	62,070	60,262	63,017	2,282	2,183	2,342	2,577	3,188	2,514.400	619
New Caledonia	NCL	363	377	331	343	343	351	52	53	54	54	54	53.400	48
New Zealand	NZL					9,312	9,312					1,021	1,021.000	
Nicaragua	NIC	395	517	770	662		561	206	211	215	52	52	210.670	54
Niger	NER	725	687	672	662	387	627	51	51	51	52	52	51.400	51
Nigeria	NGA	14,000	14,000	14,105	13,976	14,200	14,056	4,168	4,624	4,559	4,228	5,342	4,584.200	949
Norway	NOR	32,365	29,563	26,896	24,544	24,398	27,551	1,253	1,329	1,450	1,478	1,504	1,402.600	875
Oman	OMN	779	815	817	809	787	801	188	517	583	610	644	508.400	188
Pakistan	PAK	48,866	48,866	48,302	47,124	46,425	47,917	12,828	12,235	12,267	15,035	12,107	12,894.400	2,858
Panama	PAN	1,042	972	997	937	1,021	994	135	135	127	125	125	129.400	128
Papua New Guinea	PNG				386		386				69		69.000	
Paraguay	PRY	1,230	1,058	1,088	1,047	1,062	1,097	265	281	265	258	264	266.600	265
Peru	PER	1,908	1,946	1,932	1,972	1,586	1,869	822	822	1,566	1,771	1,526.500	181	
Philippines	PHL	17,218	16,030	15,180	14,511	15,983	15,784	2,901	2,459	2,459	2,476	2,441	2,569.250	
Poland	POL	102,213	100,060	102,036	100,760	100,138	101,041	8,063	8,223	8,242	8,304	8,523	8,751.000	6,726
Portugal	PRT	17,160	17,396	16,457	15,273	14,622	16,182	3,779	3,829	3,832	3,026	3,537	3,600.600	1,057
Romania	ROM	35,730	35,873	34,922	35,436	36,073	35,607	6,625	6,615	6,738	6,840	6,821	6,727.800	6,625
Russian Federation	RUS	296,834	308,048	314,300	310,075	309,962	307,844	41,025	40,619	40,619	40,314	40,140	40,524.500	40,928
Rwanda	RWA	188	231	231	245	213	219	18	18	23	25	19	21.250	18
Samoa	WSM	58	41	41	23	23	41	35	35	36	36	36	35.500	7
Saudi Arabia	SAU	9,544	9,500	9,175	9,102	9,102	9,330	1,489	1,488	1,515	1,517	1,642	1,530.200	646
Senegal	SEN		1,828	1,923	1,709	1,858	1,830	137	137	137	137	137	136.000	130
Serbia and Montenegro	YUG	19,773	19,398	19,239	19,104	18,992	19,301	2,011	1,683	1,671	1,671	1,653	1,754.500	1,900
Seychelles	SYC	100	100	100	100	100	100	5	5	5	5	5	5.000	5
Sierra Leone	SLE	295	277	60	273	282	282	59	59	45	45	45	54.670	47
Singapore	SGP	3,476	3,372	3,398	3,056	3,302	3,321	911	159	151	142	138	300.200	62
Slovakia	SVK	18,486	17,983	18,567	17,252	17,469	17,951	1,631	1,628	1,598	1,617	1,598	1,639.200	1,721
Slovenia	SVN		6,094	6,094	6,094	6,276	6,155	550	550	552	554	557	552.600	549
Solomon Islands	SLB			76	76	76	76	139	139	139	27	27	83.000	20
Spain	ESP	58,817	59,362	59,970	59,822	59,881	59,570	3,716	3,649	3,471	3,343	3,291	3,494.000	3,716
Sri Lanka	LKA	23,459	22,470	22,470	22,470	22,470	22,668	4,499	4,556	4,638	4,680	4,680	4,610.600	4,044
St. Lucia	LCA	181	171	171	171	171	173	61	61	52	46	46	46.500	14
Sudan	SDN	2,587	2,417	2,324	2,232	2,204	2,353	347	271	217	218	209	252.400	197
Suriname	SUR	328	315	204	183	257	27	29	38	38	42	42	34.000	14
Swaziland	SWZ	217	231	232	178	194	210	66	67	82	58	51	64.800	35
Switzerland	CHE	42,884	55,873	55,730	54,543	51,867	52,179	3,101	2,921	2,921	2,722	2,585	2,942.400	3,282
Syrian Arab Rep.	SYR	2,982	2,975	3,006	3,029	3,031	3,005	587	587	584	600	604	593.750	350
Tajikistan	TJK	1,629	1,730	1,544	1,549	1,640	1,618	658	658	593	593	593	619.600	661
Tanzania	TZA	1,205	1,305	1,327	1,313	1,345	1,299	434	456	422	422	418	430.400	153
Thailand	THA	419	20,259	20,027	20,232	20,526	20,261	4,350	4,363	4,414	4,453	4,478	4,415.600	1,158
Togo	TGO	395	403	377	388	377	386	50	52	52	54	55	52.600	50
Trinidad and Tobago	TTO	1,100	965	982	1,110	1,519	1,135	243	197	151	135	190	183.200	75
Tunisia	TUN		8,847	8,967	8,974	8,955	8,936	1,185	1,212	1,221	1,221	1,257	1,218.750	
Turkey	TUR	36,057	36,986	34,552	34,082	30,642	34,464	5,605	4,563	4,471	4,421	4,381	4,688.200	3,490
Turkmenistan	TKM	2,040	2,685	2,597	2,403	2,235	2,392	310	307	307	195	190	278.800	392
Uganda	UGA	536			341	439	316	316	316	316	329	329	322.500	60
Ukraine	UKR	119,464	119,200	115,842	114,559	115,057	116,824	15,317	14,963	15,279	15,252	15,554	15,273.000	15,317
United Arab Emirates	ARE	1,095	1,028	1,019	1,019	1,041	1,041	262	279	356	279	291	291.000	61
United Kingdom	GBR	210,267	207,847	211,860	191,843	182,814	200,926	17,633	17,243	17,243	15,868	14,609	16,338.250	
United States of America	USA	901,238	891,005	854,376	826,955	807,596	856,234	38,060	38,123	37,683	37,579	37,159	37,720.800	33,678
Uruguay	URY			1,896	1,779	1,779	1,838	1,200	1,134	1,134	1,269	1,409	1,253.000	176
Uzbekistan	UZB	16,661	16,937	15,374	14,801	14,717	15,698	3,024	3,212	3,012	3,211	2,961	3,084.000	3,024
Vanuatu	VUT	31	32	37	37	33	33	9	15	15	33	33	19.000	9
Venezuela	VEN	5,157	5,845	4,692	5,189	5,368	5,250	409	424	383	381	355	390.400	409
Vietnam	VNM	33,070	31,010		31,192	42,330	34,401	7,130	9,743		12,505	15,117	11,123.750	3,030
Yemen	YEM	1,118	1,126	1,295	1,278	1,295	1,222	270	243	243	243	251	251.750	202
Zambia	ZMB	1,171	1,218	1,166	1,247	1,503	1,261	225	162	173	235	188	196.600	128
Zimbabwe	ZWE	3,150	2,597	2,456	2,201	1,993	2,479	315	313	292	324	329	314.600	181

DATABASE

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Albania	ALB	542		498	470	501.00	-	-	-	67	93	40.00
Algeria	DZA	3,253	3,272		3,287	3,264.25	-	-	-	-	-	-
Angola	AGO	51	55	55	55	53.40	6	-	-	-	-	1.20
Antigua and Barbuda	ATG			5	5	5.00	-	-	-	8	8	8.00
Argentina	ARG	1,936	1,688	1,649	1,639	1,767.40	3,417	3,427	3,852	4,075	4,050	3,764.20
Armenia	ARM		902	901	907	901.75	-	-	41	-	-	20.50
Australia	AUS	897	882	872	862	883.00	2,985	2,975	2,979	2,981	2,982	2,980.40
Austria	AUT	2,295	1,670	1,658	1,649	1,953.80	-	137	402	349	350	309.50
Azerbaijan	AZE	1,198	1,212	1,303	1,242	1,261.60	-	66	74	70	69	55.80
Bangladesh	BGD		1,412	1,415	1,438	1,421.67	-	-	8,436	8,444	8,557	8,479.00
Bahamas	BHS		62	62	62	64.75	-	-	-	-	-	-
Bahrain	BHR	12	12	13	13	12.60	-	-	-	-	-	-
Barbados	BRB	18	18	18	18	18.00	-	-	-	-	-	-
Belarus	BLR	3,837	3,766	3,752	3,784	3,793.60	-	-	-	-	-	-
Belgium	BEL	1,355	1,302	1,301	1,357	1,336.60	-	-	-	-	12	2.40
Belize	BLZ	13		13		13.00	123	123		123		123.00
Benin	BEN	73	94	96	96	90.60	82	76		78	82	73.50
Bhutan	BTN		80	80	80	80.00	-	-	30	30	30	30.00
Bolivia	BOL		79	46	46	62.40	63	63				63.00
Bosnia and Herzegovina	BIH	243	241	243	245	241.60	-	-	-	-	-	-
Botswana	BWA	113	113	113	113	112.80	69	70	70	68	68	69.00
Brazil	BRA	5,389	5,446	5,570	5,680	5,487.20	6,861	7,131	6,831	6,544	6,687	6,810.80
Bulgaria	BGR	3,028	3,021		3,008	3,066.75	-	-	-	-	-	-
Burkina Faso	BFA	70	71	73	73	71.40	-	-	-	-	-	-
Burundi	BDI	28	28	29	29	29.00	-	-	-	-	-	-
Cambodia	KHM	79	79	79	79	78.60	-	-	-	-	-	-
Cameroon	CMR	243	259	259		253.67	-	-	-	-	-	-
Cape Verde	CPV	33	33	33	33	32.80	22	21	21	20		21.00
Central African Rep.	CAF	32	32	32	24	30.60	-	-	-	-	-	-
Chad	TCD	40	37	42	42	41.00	-	-	-	-	-	-
Chile	CHL	547	153	243	208	339.40	27	27	256	296	360	193.20
China	CHN	41,186	40,409	40,766	41,265	40,871.00	30,239	35,712	35,949	22,789	25,128	29,963.40
Colombia	COL	226	214	188	188	209.20	1,375	1,106	1,885	1,986	1,808	1,632.00
Congo, Dem. Rep.	ZAR	280		280		294.25	-	-	-	-	-	-
Congo, Rep.	COG	96	37			65.50	-	-	-	-	-	-
Costa Rica	CRI	126	121	121	121	123.40	-	-	-	-	28	5.60
Cote d'Ivoire	CIV	187	188	194	197	190.40	-	-	-	-	-	-
Croatia	HRV	1,155	1,163	1,168	1,158	1,159.40	-	-	-	-	-	-
Cyprus	CYP	52	52	52	52	52.00	947	1,029	1,056	1,071	1,059	1,032.40
Czech Rep.	CZE	3,539	3,536	3,415	3,405	3,447.60	17	18	20	15	14	16.80
Denmark	DNK	307	375	339	287	356.20	643	765	673	680	709	694.00
Djibouti	DJI		10	10	10	10.33	-	-	-	-	-	-
Dominican Republic	DOM	209	198	278	278	237.80	17	-	-	-	-	4.25
Ecuador	ECU	85	69	72	72	86.25	118	40	46	182		96.50
Egypt	EGY	3,164	3,247	3,295	3,380	3,243.00	-	2,235	2,235	2,235	2,235	2,235.00
El Salvador	SLV	188	184	182	183	205.60	-	51	111	131	134	85.40
Eritrea	ERI	24	31	24	25	26.40	32	34	40	40	41	37.40
Estonia	EST	551	534	532	528	537.40	30	18	15	17	17	19.40
Ethiopia	ETH	192	200	210	223	204.00	357	337	424	401	427	389.20
Fiji	FJI	53	55	55	57	54.40	229	206		87	112	158.50
Finland	FIN	297	293	294		314.50	1,097		1,090	1,053	1,017	1,064.25
France	FRA	14,170	14,165	14,104	13,722	13,979.80	2,924	2,891	2,850	2,888	3,225	2,955.60
French Polynesia	PYF	53		53		53.00	41	41	41	41	41	41.00
Gabon	GAB		52	53	54	52.75	-	-	6	6	6	4.50
Georgia	GEO	1,087	1,040	1,025	998	1,065.40	-	-	-	-	-	-
Germany	DEU	13,019	12,683	13,514	13,019	13,143.20	-	-	-	-	-	-
Ghana	GHA	327	318	359	350	333.20	702	700	371	371	371	503.00
Greece	GRC	988	979	962	961	973.80	800	1,064	1,188	1,256	1,239	1,109.40
Grenada	GRD	52	52	48		50.67	-	-	-	-	-	1.67
Guatemala	GTM	387	385	389	392	388.25	19	19	19	45	44	31.75
Guinea	GIN	40	40	40	40	40.00	21	21	21	21	21	21.00
Guinea-Bissau	GNB		20	20	20	23.33	-	-	-	-	-	-
Guyana	GUY		43	63		53.00	-	-	-	46	8	27.00
Haiti	HTI		24	55		47.75	-	-	-	-	-	-
Honduras	HND		290			302.00	-	-	-	-	-	-
Hungary	HUN	2,852	2,837	2,683	2,508	2,751.40	380	413	432	419	316	392.00
Iceland	ISL		74	66	40	59.75	-	-	28	41	54	36.00
India	IND	154,919	155,295	155,618		122,959.50	128,545					128,545.00
Indonesia	IDN	3,664	3,700	3,700	3,549	3,644.25	16,217	16,217	16,373	16,083	16,083	16,222.50
Iran, Islamic Rep.	IRN	1,745	1,692	1,476	1,445	1,624.60	3,958	3,428	3,536	4,367	5,066	4,071.00
Ireland	IRL	96	96	92	89	349.40	540	1,687	1,670	1,566	1,515	1,395.60
Israel	ISR	234	236	236	237	302.40	133	472	454	432	424	383.00
Italy	ITA	13,787	13,747	13,728	13,855	14,006.00	5	1	-	-	-	1.20
Jamaica	JAM	308		306	603	381.25	339	321		318		326.00
Japan	JPN	20,233	20,231	20,245	20,231	20,233.20	4,546	4,527	4,506	4,470	4,447	4,493.20
Jordan	JOR	455	433	393	392	447.00	64	45	42	-	-	30.20
Kazakhstan	KAZ	3,800	3,577	3,791	3,733	3,745.40	-	-	-	-	-	-
Kenya	KEN	480	497	485	493	486.60	412	411	372	392	372	391.80
Kiribati	KIR		25			25.00	-	-	-	-	-	-
Korea, Rep.	KOR	2,797	2,822	2,051	2,043	2,505.80	872	891	887	1,651	1,649	1,190.00
Kuwait	KWT	55	56	57	59	57.20	-	-	-	-	-	-
Kyrgyz Republic	KGZ	920	920	920	922	920.40	-	-	-	-	-	-
Lao PDR	LAO	104	103	102	110	116.80	-	120	134	240	124	123.80
Latvia	LVA	969	964	964	968	967.00	-	-	-	-	-	-
Lebanon	LBN	47	49	46	50	47.80	145	147	146	146	150	147.00
Lesotho	LSO	47	47	47	47	47.20	106	106	106	106	106	106.00
Liberia	LBR					13.00	-	-	-	-	-	-
Libya	LYB		349	351	360	352.25	-	-	-	-	-	-
Lithuania	LTU	944	944	945	945	947.40	6	-	-	-	10	8.00
Luxembourg	LUX	105	105	105	105	105.00	3	3	3	3	3	3.20
Macao, China	MAC	17	17	17	17	17.40	-	-	-	-	4	1.00
Macedonia, FYR	MKD	310	314	310	310	314.20	-	-	-	-	-	-
Madagascar	MDG	352	346	348	276	336.00	652	601	605	609	341	561.60
Malawi	MWI		176	177	177	176.00	147	147	148	148	148	147.75
Malaysia	MYS	647	646	650	654	649.25	630	577	561	561	548	575.40
Maldives	MDV	10	10	10	10	10.00	192	190	199	206	206	198.60

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Mali	MLI	87	87		76	85.25		30	30			30.00	
Malta	MLT	31	30	30	31	30.60		21	20	20	20	20.20	
Mauritius	MUS	98	99	99	97	98.00		5	5	4	4	9.20	
Mexico	MEX	2,718	1,608	1,676	1,551	1,912.80	7,946	7,164	7,102	7,005	6,451	7,133.60	
Moldova	MDA	1,269	1,270	1,270	1,146	1,244.80							
Mongolia	MNG	396	377	385	385	381.60				1		0.20	
Morocco	MAR	792	806	822	840	809.60		781	785	789	801	813	793.80
Mozambique	MOZ	132	132	117	109	124.00		230	232	237	155	190	208.80
Namibia	NAM	86	91	101	93	95.20		8	11	11	17	25	14.40
Nepal	NPL			917		899.50	3,130						3,130.00
Netherlands	NLD	2,183	2,342	2,577	3,188	2,181.80	1,663						1,663.00
New Caledonia	NCL	49	50	50	50	49.40	4	4	4	4	4	4.00	
New Zealand	NZL				323	323.00					698	698.00	
Nicaragua	NIC	52	46			50.67	152	159	169			160.00	
Niger	NER	51	51	52	52	51.40							
Nigeria	NGA	1,276	1,083	1,020	1,157	1,097.00	3,219	3,348	3,476	3,208	4,185	3,487.20	
Norway	NOR	431	304	303	303	443.20	378	897	1,146	1,175	1,201	959.40	
Oman	OMN	95	94	94	94	113.00		422	489	516	550	395.40	
Pakistan	PAK	2,828	2,800	2,781	2,810	2,815.40	9,970	9,407	9,467	12,254	9,297	10,079.00	
Panama	PAN	128	127	125	125	126.60	7	7				2.80	
Papua New Guinea	PNG			41		41.00					28	28.00	
Paraguay	PRY	281	265	258	264	266.60							
Peru	PER	182	181	173	169	177.20		640	1,385	1,598	1,778	1,350.25	
Philippines	PHL	1,905	1,956	1,902	1,873	1,909.00	996	996	503	574	568	727.40	
Poland	POL	6,331	6,181	5,958	6,181	6,098.40	1,337	1,892	2,061	2,346	2,627	2,052.60	
Portugal	PRT	1,063	1,074	1,066	994	1,050.80	2,722	2,766	2,758	2,471	2,032	2,549.80	
Romania	ROM	6,615	6,738	6,840	6,821	6,727.80							
Russian Federation	RUS	41,434	40,540	40,205	40,034	40,628.20	97		79	109	106	97.75	
Rwanda	RWA		23	25	19	21.25							
Samoa	WSM			6		6.50	28				30	29.00	
Saudi Arabia	SAU	646	668	668	791	683.80	843	842	847	849	851	846.40	
Senegal	SEN	135	135	135	135	134.00	2	2	2	2	2	2.00	
Serbia and Montenegro	YUG	1,620	1,554	1,530	1,474	1,615.60	111		129	141	179	140.00	
Seychelles	SYC	5	5	5	5	5.00							
Sierra Leone	SLE	38	38	41	38	41.00	13	21	7			13.67	
Singapore	SGP	63	63	62	62	62.40	849	96	88	80	76	237.80	
Slovakia	SVK	1,629	1,626	1,610	1,577	1,632.60	1	2	2	7	21	6.60	
Slovenia	SVN	550	552	554	557	552.40	1					0.20	
Solomon Islands	SLB			11		15.50	119				16	67.50	
Spain	ESP	3,649	3,471	3,343	3,291	3,494.00							
Sri Lanka	LKA	4,042	4,036	4,048	4,048	4,043.60	455	514	602	632	632	567.00	
St. Lucia	LCA			52	8	25.50	47			19	18	21.00	
Sudan	SDN	193	182	182	172	185.20	150	78	35	36	37	67.20	
Suriname	SUR	13	13	13	13	13.25	13	16	25	29	29	20.75	
Swaziland	SWZ	33	30	35	34	33.40	34	34	52	23	17	31.40	
Switzerland	CHE	3,085	2,887	2,668	2,496	2,883.60	101	16	34	54	89	58.80	
Syrian Arab Rep.	SYR	353	358	371	375	361.40	237		226	229	229	230.25	
Tajikistan	TJK	184	593	593	593	524.80		474				94.80	
Tanzania	TZA	151	155	155	158	154.40	281	305	267	267	260	276.00	
Thailand	THA	1,180	1,173	1,161	1,164	1,167.20	3,192	3,203	3,241	3,292	3,314	3,248.40	
Togo	TGO	52	52	52	55	52.60							
Trinidad and Tobago	TTO	17	16	10	61	35.80	168	180	135	125	129	147.40	
Tunisia	TUN	966	970	970	970	969.00		219	242	251	287	249.75	
Turkey	TUR	3,245	3,135	3,022	2,957	3,169.80	2,115	1,318	1,336	1,399	1,424	1,518.40	
Turkmenistan	TKM	310	307	195	190	278.80							
Uganda	UGA				64	62.00	256				265	260.50	
Ukraine	UKR	14,963	15,279	15,252	15,554	15,273.00							
United Arab Emirates	ARE	68	71	71	77	69.60		211	208	208	279	221.40	
United Kingdom	GBR	690	574	560	541	591.25	16,814	16,943	16,669	15,308	14,068	15,960.40	
United States of America	USA	33,711	33,691	33,352	33,128	33,512.00	4,382	4,412	3,992	4,227	4,031	4,208.80	
Uruguay	URY	168		189	164	174.25	1,024	966		1,080	1,245	1,078.75	
Uzbekistan	UZB	3,212	3,012	3,211	2,961	3,084.00							
Vanuatu	VUT	8		9		8.67		7			24	10.33	
Venezuela	VEN	409	364	362	340	376.80		15	19	19	15	13.60	
Vietnam	VNM	3,046		3,056	3,061	3,048.25	4,100	6,697		9,449	12,056	8,075.50	
Yemen	YEM	108	192	184	192	192.50	68	52	51	59	59	57.80	
Zambia	ZMB	108	108	116	117	115.40	9	54	65	119	71	81.20	
Zimbabwe	ZWE	179	140	172	183	171.00	134	134	152	152	146	143.60	

DATABASE

Source: Universal Postal Union, World Data

Country	WorldBankCode	Areaperoffice2000	Areaperoffice2001	Areaperoffice2002	Areaperoffice2003	Areaperoffice2004	AverageAreaperOffice	InhabitantsperOffice2000	InhabitantsperOffice2001	InhabitantsperOffice2002	InhabitantsperOffice2003	InhabitantsperOffice2004
Albania	ALB	58.19	53.04		50.88	51.06	53.29	6,197.93	5,657.50		5,475.58	5,527.03
Algeria	DZA	733.97	732.17	727.92		724.59	729.66	9,387.72	9,503.29	9,591.26		9,844.10
Angola	AGO	21,871.93	24,445.10	22,667.27	22,667.27	22,667.27	22,863.77	242,818.18	278,722.24	265,796.04	273,580.13	281,637.26
Antigua and Barbuda	ATG			34.00		34.00	34.00			6,122.06		6,193.69
Argentina	ARG	520.48	518.44	501.88	485.74	488.73	503.05	6,906.72	6,950.29	6,794.62	6,639.61	6,744.86
Armenia	ARM	33.22		31.60			32.41	3,435.90	3,234.30			
Australia	AUS	1,991.57	1,999.28	2,004.98	2,009.14	2,013.85	2,003.76	4,906.47	4,982.74	5,053.61	5,120.22	5,187.93
Austria	AUT	33.58	34.48	40.47	41.78	41.95	38.45	3,242.39	3,334.54	3,922.84	4,060.69	4,087.59
Azerbaijan	AZE	64.05	68.51	67.50	65.80	62.89	66.86	6,023.01	6,432.52	6,028.83	6,372.70	6,432.70
Bangladesh	BGD			14.62	14.61	14.41	14.55		13,609.78	13,856.92		13,928.42
Bahamas	BHS	190.11		223.84	223.84	223.84	215.41	4,129.29		5,002.08		5,141.32
Bahrain	BHR	53.39	57.83	57.83	53.39	53.39	55.17	51,692.92	57,075.67	57,994.25	54,297.08	55,063.08
Barbados	BRB	23.89	23.89	23.89	23.89	23.89	23.89	14,782.72	14,823.06	14,862.11	14,900.22	14,937.83
Belarus	BLR	54.22	54.11	55.13	55.33	54.86	54.73	2,619.13	2,599.74	2,634.31	2,629.49	2,592.64
Belgium	BEL	22.32	22.53	23.45	23.47	22.30	22.81	7,532.08	7,624.64	7,954.16	7,977.66	7,996.58
Belize	BLZ	168.87	168.87		168.87		168.87	1,781.37	1,822.35		1,903.43	
Benin	BEN	639.90	755.85		647.25	632.71	632.71	40,891.79	49,835.34		45,510.87	45,938.37
Bhutan	BTN			427.27	427.27	427.27	427.27			18,421.82		19,234.62
Bolivia	BOL	6,953.04	7,736.49		7,344.77	7,344.77	7,344.77	52,637.01	59,776.35			
Bosnia and Herzegovina	BIH	216.94	210.69	212.44	210.69	208.97	211.95	16,301.38	16,050.89	16,268.91	16,124.18	15,957.06
Bswana	BWA	3,213.98	3,178.85	3,178.85	3,213.98	3,213.98	3,199.93	9,690.62	9,647.92	9,677.64	9,787.60	9,773.76
Brazil	BRA	697.19	680.04	693.50	702.83	688.45	692.40	14,236.63	14,087.62	14,571.55	14,975.06	14,871.23
Bulgaria	BGR	34.55	36.63	36.71		36.87	36.19	2,491.18	2,622.91	2,611.09		2,586.50
Burkina Faso	BFA	3,914.29	3,914.29	3,859.16	3,753.43	3,753.43	3,838.92	161,308.79	166,355.41	169,328.47	170,104.78	175,639.53
Burundi	BDI	994.07	994.07	994.07	959.79	959.79	962.36	231,645.39	236,904.29	243,501.68	242,643.97	227,557.41
Cambodia	KHM	2,351.10	2,291.58	2,291.58	2,291.58	2,291.58	2,303.48	165,511.44	164,645.48	167,955.54	171,282.06	174,659.79
Cameroon	CMR		1,956.55	1,835.68	1,835.68	1,835.68	1,875.97		62,374.56	59,670.33	60,805.00	
Cape Verde	CPV	74.69	74.69	74.69	76.09	75.04	8,344.39		8,543.17		8,747.63	
Central African Rep.	CAF	18,878.30	19,468.25	19,468.25	19,468.25	25,957.67	20,648.14	114,466.82	119,845.75	121,480.59	123,019.56	166,082.13
Chad	TCD	29,181.82	32,100.00	34,702.70	30,571.43	31,425.48	31,425.48	186,716.30	212,629.80	238,228.24	217,459.38	224,951.05
Chile	CHL	1,320.46	1,318.16	1,849.94	1,403.76	1,332.09	1,444.88	26,896.74	27,171.32	38,571.34	29,593.75	28,387.00
China	CHN	135.23	124.80	125.68	151.00	144.55	136.25	17,951.46	16,687.06	16,918.22	20,455.33	19,700.71
Colombia	COL	709.60	855.04	542.60	523.88	570.80	640.34	26,242.99	32,151.84		20,737.38	22,502.51
Congo, Dem. Rep.	ZAR	4,718.02	8,374.49		8,374.49	19,540.48	10,251.83	100,708.46	183,681.06			465,440.75
Congo, Rep.	COG		3,562.50		9,243.24		6,402.87		36,947.89		101,872.19	
Costa Rica	CRI	399.22	405.56	422.31	422.31	342.95	398.47	30,693.73	31,860.63	33,859.03	34,515.47	28,543.87
Cote d'Ivoire	CIV	1,733.67	1,724.40	1,715.23	1,662.18	1,636.87	1,694.47	89,972.86	91,181.95	92,214.77	90,741.79	90,720.28
Croatia	HRV	49.04	48.95	48.61	48.41	48.82	48.77	3,907.57	3,894.41	3,874.07	3,871.86	3,920.32
Cyprus	CYP	9.26	8.56	8.35	8.24	8.33	8.55	787.13	737.01	728.08	726.99	743.40
Czech Rep.	CZE	23.47	22.17	22.18	22.99	23.07	22.78	3,055.73	2,883.29	2,881.39	2,984.73	2,991.82
Denmark	DNK	38.62	40.20	41.12	42.29	43.27	41.10	5,296.48	5,132.75	5,294.73	5,436.95	5,436.95
Djibouti	DJI		2,320.00		2,320.00	2,109.09	2,249.70		74,974.50	76,483.80		70,827.46
Dominican Republic	DOM	199.63	232.11		174.50		195.19		31,081.47			31,539.10
Ecuador	ECU	1,196.46	2,268.49	2,465.75	1,116.38	1,116.38	1,761.77	34,011.98	51,922.13	99,884.64	110,157.23	50,602.59
Egypt	EGY		185.49	182.68	181.09	178.35	181.90		12,703.19	12,753.21	12,887.42	12,937.17
El Salvador	SLV	72.31	88.04	71.33	67.22	66.38	73.06	21,582.41	26,788.50	22,113.13	21,224.59	21,332.62
Entrea	ERI	1,960.00	2,027.59	1,666.34	1,837.50	1,781.82	1,852.65	59,275.52	63,908.55	54,577.56	63,335.84	64,114.21
Estonia	EST	78.85	79.26	82.15	82.15	81.03	81.03	2,389.71	2,384.50	2,456.93	2,442.96	2,449.68
Ethiopia	ETH	2,000.54	2,087.52	1,769.71	1,807.37	1,698.92	1,872.81	124,139.72	132,814.66	115,408.29	120,777.02	116,307.43
Fiji	FJI	85.03	70.56		128.69	108.13	93.10	2,885.18	3,160.83		5,871.01	4,375.23
Finland	FIN	229.87	243.80	243.80	251.22	257.93	245.71	3,519.05	3,752.93	3,878.52	3,895.32	3,953.32
France	FRA	33.10	32.33	32.41	32.46	32.54	32.57	3,557.68	3,488.14	3,511.99	3,531.55	3,555.60
French Polynesia	PYF	42.55	42.55	42.55			42.55	2,511.96	2,556.17	2,600.70		
Gabon	GAB	5,147.46		4,614.97	4,536.75	4,461.13	4,690.08	24,463.35	22,757.79	22,757.79	22,734.05	22,705.52
Georgia	GEO	59.22	64.12	67.02	68.00	69.84	69.84	4,010.25	4,292.58	4,436.69	4,453.33	4,527.04
Germany	DEU	26.45	27.46	28.15	26.42	27.42	27.18	6,099.59	6,340.51	6,505.35	6,110.91	6,348.05
Ghana	GHA	235.24	232.26	346.20	326.76	330.84	294.26	19,592.69	19,775.17	30,128.41	29,057.34	30,047.77
Greece	GRC	74.18	64.31	60.89	59.49	59.98	63.77	6,169.21	5,368.00	5,098.23	4,993.17	5,044.68
Grenada	GRD			6.62	6.58	6.49			1,957.92	1,960.08		1,922.32
Guatemala	GTM		268.20	269.53	250.90	249.75	259.60		28,161.33	28,987.74	27,646.25	28,199.07
Guinea	GIN	4,030.44	4,030.44	4,030.44	4,030.44	4,030.44	4,030.44	138,261.41	141,258.72	144,374.08	147,586.38	147,586.38
Guinea-Bissau	GNB	1,204.17		1,806.25	1,806.25	1,806.25	1,605.56	45,521.67		74,689.15		76,985.60
Guyana	GUY			2,415.38	3,027.73	2,721.56				8,415.61		10,566.65
Haiti	HTI	315.34		1,156.25		504.55		90,213.53		340,396.88		152,853.47
Honduras	HND	356.97		386.51		371.74		20,459.68		23,768.82		
Hungary	HUN	28.56	28.49	28.46	29.99	32.94	29.69	3,139.62	3,124.42	3,112.88	3,272.17	3,585.04
Iceland	ISL		1,084.21	1,095.75	1,030.00	1,095.75	1,076.43		2,989.44	3,049.82	2,893.35	3,105.95
India	IND	21.27	21.22	21.17	21.12	21.20	21.20	6,606.78	6,699.04	6,789.49		
Indonesia	IDN	95.80	95.80	94.88	97.01	95.87	95.87	10,521.32	10,658.06	10,828.16	11,210.12	
Iran, Islamic Rep.	IRN	288.00	318.62	315.26	282.08	253.14	291.42	11,596.14	12,951.46	12,927.98	11,667.34	10,567.14
Ireland	IRL	36.72	39.41	39.79	42.38	43.81	40.42	1,986.09	2,166.61	2,226.93	2,416.57	2,543.42
Israel	ISR	31.55	31.37	32.09	33.15	33.50	32.33	8,666.93	8,805.11	9,197.75	9,692.33	9,985.64
Italy	ITA	20.20	21.85	21.92	21.95	21.53	21.75	3,868.81	4,191.86	4,222.07	4,188.58	4,188.58
Jamaica	JAM	16.99	17.47		17.61	18.23	17.58	3,994.67	4,134.03	4,210.34	4,376.82	
Japan	JPN	15.26	15.26	15.27	15.27	15.27	15.27	5,129.58	5,140.96	5,168.37	5,183.71	5,183.71
Jordan	JOR	142.72	178.68	188.09	227.33	227.91	192.95	7,942.24	10,226.19	5,153.76	11,075.90	14,185.64
Kazakhstan	KAZ	712.21	717.07	761.78	718.78	729.95	727.96	3,929.24	3,932.08	4,161.43	3,918.60	3,974.99
Kenya	KEN	652.10	651.37	667.86	661.76	670.85	660.81	34,482.40	35,200.87	36,869.78	37,324.71	38,690.55
Kiribati	KIR			29.04			29.04			3,818.36		
Korea, Rep.	KOR	26.99	26.99	26.84	26.89	26.96	26.93	12,684.17	12,754.83	12,743.44	12,821.02	12,904.81
Kuwait	KWT	302.00	323.96	318.18	312.60	302.00	311.75	37,791.51	42,551.29	43,534.61	44,294.74	44,176.73
Kyrgyz Republic	KGZ	217.28	217.28	217.28	217.28	216.81	217.19	5,456.67	5,525.80	5,591.44	5,591.44	5,643.81
Laos PDR	LAO	1,426.51	1,057.14	999.16	692.40	1,011.97	1,037.44	31,798.57	24,123.57	23,338.02	16,351.40	17,750.83
Latvia	LVA	66.60	66.67	67.01	66.74	66.74	66.81	2,446.54	2,432.17	2,432.17	2,417.18	2,395.11
Lebanon	LBN	54.17	53.61	53.06	54.17	52.00	53.40	17,697.18	17,698.87	18,252.05	17,701.45	
Lesotho	LSO	197.11	198.40	198.4								

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	Areaperoffice2000	Areaperoffice2001	Areaperoffice2002	Areaperoffice2003	Areaperoffice2004	AverageAreaperOffice	InhabitantsperOffice2000	InhabitantsperOffice2001	InhabitantsperOffice2002	InhabitantsperOffice2003	InhabitantsperOffice2004
Mali	MLI		10,599.93	10,599.93			10,599.93		102,510.69	105,622.82		
Malta	MLT	6.08	6.20	6.32	6.32	6.20	6.22	7,534.62	7,726.12	7,921.50	7,959.60	7,839.51
Mauritius	MUS	20.00	19.81	19.81	19.81	16.32	19.15	11,624.53	11,627.91	11,743.84	11,858.97	9,865.41
Mexico	MEX	196.67	198.16	224.82	225.57	244.71	217.99	10,052.01	10,274.06	11,819.23	12,019.01	13,209.08
Moldova	MDA	26.68	26.68	26.65	26.65	29.54	27.24	3,368.51	3,357.07	3,342.94	3,331.72	3,680.55
Mongolia	MNG	4,291.78	3,955.81	4,144.18	4,068.83	4,068.83	4,105.89	6,841.89	6,371.49	6,750.54	6,707.69	6,790.44
Morocco	MAR	284.61	283.16	279.97	275.14	270.15	278.61	18,630.04	18,817.32	18,884.17	18,834.34	18,766.16
Mozambique	MOZ	2,226.64	2,202.17	2,172.33	2,947.02	2,680.90	2,445.81	49,751.45	50,264.19	50,613.72	70,044.85	64,962.94
Namibia	NAM	6,985.53	8,497.86	8,081.29	6,985.53	6,985.53	7,507.15	16,054.54	16,054.54	19,216.44	16,830.20	17,027.55
Nepal	NPL	36.69					36.69	6,089.39				
Netherlands	NLD	18.20	19.02	17.73	16.12	13.03	16.82	6,966.48	7,321.19	6,860.01	6,266.24	5,089.78
New Caledonia	NCL	357.21	350.47	343.98	343.98	343.98	347.92	4,140.25	4,144.85	4,148.70	4,228.65	4,307.72
New Zealand	NZL						264.97					3,907.23
Nicaragua	NIC	631.07	616.11	604.65			617.28	24,070.99	23,977.68	24,011.06		
Niger	NER	24,843.14	24,843.14	24,843.14	24,365.39	24,365.39	24,652.04	231,027.14	239,082.35	247,383.12	250,998.21	259,592.35
Nigeria	NGA	221.63	199.78	202.63	218.49	172.93	203.09	28,216.85	26,031.13	27,009.07	29,780.57	24,093.77
Norway	NOR	307.39	290.03	265.62	260.59	256.09	276.94	3,593.11	3,409.64	3,139.52	3,095.68	3,057.13
Oman	OMN	1,646.28	598.65	530.88	507.38	480.59	752.76	12,989.36	4,780.35	4,275.37	4,116.10	3,934.54
Pakistan	PAK	62.06	65.07	64.90	52.95	62.15	62.15	11,120.06	11,914.34	12,129.39	10,094.32	12,785.49
Panama	PAN	559.39	559.39	594.62	604.14	604.14	584.34	21,851.47	22,269.89	24,116.81	24,953.06	25,402.83
Papua New Guinea	PNG				6,707.83	6,707.83	6,707.83				81,966.30	
Paraguay	PRY	1,534.91	1,447.52	1,534.91	1,576.56	1,540.73	1,526.93	20,642.08	19,943.31	21,660.19	22,781.81	22,792.41
Peru	PER		1,563.52	820.70	725.70	660.10	942.51		32,068.85	17,089.82	15,336.91	14,156.34
Philippines	PHL		103.41	122.00	121.16	122.90	117.37		26,624.40	32,006.99	32,377.36	33,435.90
Poland	POL	40.09	39.31	39.22	38.93	39.43	37.43	4,793.42	4,696.82	4,696.82	4,696.82	3,530.11
Portugal	PRT	24.34	24.02	24.00	26.01	30.40	25.75	2,705.77	2,695.56	2,693.89	2,936.51	3,450.58
Romania	ROM	35.98	36.04	35.38	34.85	34.95	35.44	3,338.41	3,329.56	3,256.51	3,196.73	3,194.52
Russian Federation	RUS	416.22		420.38	423.56	425.40	421.39	3,572.46		3,577.82	3,587.29	3,584.93
Rwanda	RWA	1,463.22		1,145.13	1,053.52	1,386.21	1,262.02	445,806.17		374,517.52	350,307.76	467,492.90
Samoa	WSM	80.89			78.64		79.77	5,070.71			5,065.58	
Saudi Arabia	SAU	1,443.71	1,444.68	1,418.94	1,417.07	1,309.19	1,406.72	14,428.71	14,844.37	14,985.82	15,376.18	14,585.89
Senegal	SEN	1,490.32	1,435.93	1,435.93	1,435.93	1,435.93	1,446.81	78,354.78	77,356.48	79,243.07	81,158.80	83,108.85
Serbia and Montenegro	YUG	50.81		60.71	61.15	61.81	58.62	5,243.77		6,253.61	6,293.77	6,358.04
Seychelles	SYC	91.00	91.00	91.00	91.00	91.00	91.00	15,437.60	15,550.60	15,683.80	15,830.80	15,982.00
Sierra Leone	SLE	1,195.67	1,215.93	1,584.22	1,335.27	1,335.27	1,335.27	75,149.78	79,366.92	108,720.56		
Singapore	SGP	0.75	4.30	4.52	4.81	4.95	3.87	4,409.91	25,766.35	27,570.17	29,716.93	30,960.67
Slovakia	SVK	28.47	30.06	30.12	30.32	30.68	30.68	3,136.01	3,312.07	3,318.48	3,340.84	3,380.15
Slovenia	SVN	36.83	36.83	36.70	36.56	36.37	36.66	3,576.04	3,575.98	3,563.35	3,550.93	3,531.84
Solomon Islands	SLB	207.89			1,070.22		639.06	3,012.47			16,810.59	
Spain	ESP	136.17	138.67	145.78	151.36	153.75	145.15	10,957.27	11,268.06	11,987.93	12,606.68	12,958.49
Sri Lanka	LKA	14.58	14.40	14.15	14.02	14.02	14.23	4,411.55	4,396.99	4,358.55	4,357.73	4,395.35
St. Lucia	LCA	8.84		10.37	19.96		11.72	2,531.90		3,017.65	5,858.63	3,466.65
Sudan	SDN	7,221.36	9,246.54	11,547.53	11,494.56	11,989.54	11,989.54	10,299.91	94,819.64	123,868.40	157,664.27	169,966.45
Suriname	SUR	6,067.41	5,648.97	4,311.05	3,900.48	4,981.98	3,900.48	16,074.74	15,085.72	11,596.58		10,630.00
Swaziland	SWZ	263.09	259.16	211.76	299.38	340.47	274.77	15,500.99	15,368.87	12,603.59	17,841.52	20,280.02
Switzerland	CHE	12.20	13.31	14.13	15.17	15.97	14.16	2,118.68	2,318.85	2,468.32	2,654.63	2,800.67
Syrian Arab Rep.	SYR	315.47		317.09	308.63	306.59	311.95	28,641.95	30,279.44	30,279.44	30,214.68	30,765.15
Tajikistan	TJK	216.49	217.48	241.32	241.32	231.59	9,317.34		9,463.73	10,612.66	10,724.93	10,843.62
Tanzania	TZA	2,177.62	2,072.56	2,239.54	2,239.54	2,260.97	2,198.05	80,098.41	77,820.79	85,793.67	87,485.49	90,016.55
Thailand	THA	117.96	117.07	116.25	115.23	114.59	116.22	14,123.75	14,149.42	14,178.87	14,180.22	14,223.69
Togo	TGO	1,135.70	1,092.02	1,092.02	1,051.57	1,032.46	1,080.75	107,275.02	106,291.67	109,298.65	108,068.52	108,879.64
Trinidad and Tobago	TTO	21.11	26.04	33.97	38.00	27.00	29.22	5,286.83		6,542.97	8,563.93	6,848.98
Tunisia	TUN	138.07	138.07	134.99	134.00	130.16	134.31	8,162.48	8,069.73	8,098.21	7,951.59	7,951.59
Turkey	TUR	139.80	171.72	175.25	177.24	178.86	168.57	12,173.84	15,182.00	15,718.49	16,116.83	16,484.77
Turkmenistan	TKM	1,245.15	1,574.52	1,589.90	2,503.08	2,568.95	1,896.32	11,485.05	14,723.77	15,081.14	24,091.09	25,084.26
Uganda	UGA	762.78			732.64		747.71	76,926.41				84,560.96
Ukraine	UKR	39.41	40.35	39.51	39.58	38.81	39.53	3,206.64		3,143.91	3,114.86	3,021.05
United Arab Emirates	ARE	319.08	299.64	299.64	299.64	234.83	290.57	12,393.13	12,501.48	13,463.36	14,448.96	12,034.92
United Kingdom	GBR		13.78	14.09	15.31	16.63	14.95		3,338.98	3,426.30	3,735.98	4,071.42
United States of America	USA	253.00	252.58	255.53	256.24	259.13	255.30	7,465.94	7,528.37	7,691.03	7,786.71	7,949.88
Uruguay	URY	145.85	154.34		137.92	124.21	140.58	2,784.65	2,968.57		2,691.40	2,441.07
Uzbekistan	UZB	147.95	139.29	148.54	139.33	151.10	145.24	8,175.78	7,809.25	8,450.11	8,043.58	8,851.42
Vanuatu	VUT	1,354.33	812.60		369.36		845.43	21,273.00	13,022.73		6,160.58	
Venezuela	VEN	2,229.95	2,151.06	2,381.33	2,393.83	2,569.16	2,345.07	59,701.15	58,687.84	66,186.83	67,757.67	74,034.33
Vietnam	VNM	46.52	34.04		26.53	21.94	32.26	11,033.85	8,186.95		6,557.39	5,498.67
Yemen	YEM	1,955.44		2,172.71	2,172.71	2,103.46	2,103.46	66,431.82	67,323.97	78,577.64	81,079.91	80,993.44
Zambia	ZMB	3,344.97	4,645.79	4,350.39	3,202.63	4,003.29	3,909.41	47,564.95	47,564.95	64,172.35	48,047.50	61,057.90
Zimbabwe	ZWE	1,240.50	1,248.43	1,338.21	1,206.04		1,187.71	39,984.39	39,984.39	40,567.97	43,786.25	39,320.05

DATABASE

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Country	WorldBankCode	AverageInhabitantsPerOffice	MobileOffices2000	MobileOffices2001	MobileOffices2002	MobileOffices2003	MobileOffices2004	AverageMobileOffices	OfficeswithFinance2000	OfficeswithFinance2001	OfficeswithFinance2002	OfficeswithFinance2003	OfficeswithFinance2004
Albania	ALB	5,714.51	-	-	-	-	-	-	205	288		492	507
Algeria	DZA	9,581.59	-	-	-	-	-	-	3,245	3,253	3,272		3,287
Angola	AGO	268,510.77	-	-	-	-	-	-	10	12	12	12	12
Antigua and Barbuda	ATG	6,157.89	-	-	-	-	-	-	-	-	-	5	13
Argentina	ARG	6,807.22	4	-	-	-	-	1	1,526	1,645	1,469	1,472	1,471
Armenia	ARM	3,335.10	267	-	-	-	652	230	-	-	895	901	907
Australia	AUS	5,050.19	-	-	-	-	-	-	3,887	3,872	3,861	3,853	3,844
Austria	AUT	3,729.61	-	-	-	-	4,200	4,200	2,327	2,432	2,072	2,052	
Azerbaijan	AZE	6,268.19	745	47	-	-	45	279	-	-	-	1,303	1,166
Bangladesh	BGD	13,798.37	-	-	-	5	6	6	-	-	-	9,859	9,995
Bahamas	BHS	4,836.12	-	-	-	-	-	-	50	-	62	62	62
Bahrain	BHR	55,224.60	-	-	-	-	-	-	-	-	-	-	-
Barbados	BRB	14,861.19	-	-	-	-	-	-	17	17	17	17	17
Belarus	BLR	2,615.06	8,552	8,546	8,508	8,381	8,318	8,461	3,829	-	15,502	15,341	15,410
Belgium	BEL	7,737.02	56	57	57	51	30	50	1,424	1,412	1,359	1,352	1,399
Belize	BLZ	1,835.72	-	-	-	-	-	-	8	8	-	8	-
Benin	BEN	45,544.34	-	-	-	-	-	-	94	-	94	96	102
Bhutan	BTN	18,826.73	-	-	-	-	-	-	-	-	90	90	90
Bolivia	BOL	56,206.68	34	-	32	32	32	33	16	16	17	21	18
Bosnia and Herzegovina	BIH	16,140.48	-	-	-	4	4	4	236	243	241	247	249
Botswana	BWA	9,715.51	-	-	-	-	-	-	112	113	113	113	113
Brazil	BRA	14,548.42	-	-	-	-	-	-	11,013	11,607	11,729	12,156	12,065
Bulgaria	BGR	2,577.92	2,441	2,511	628	-	555	1,534	3,006	3,021	3,021	3,021	3,008
Burkina Faso	BFA	168,547.40	-	2	2	2	2	2	70	70	71	73	73
Burundi	BDI	236,451.15	-	-	-	-	-	-	28	28	28	28	32
Cambodia	KHM	168,810.86	66	2	2	1	1	14	24	24	24	24	24
Cameroon	CMR	60,949.96	-	-	-	-	-	-	240	256	256	256	256
Cape Verde	CPV	8,690.28	2	1	1	2	1	1	21	21	21	30	21
Central African Rep.	CAF	128,978.97	-	-	-	-	-	-	33	32	32	32	24
Chad	TCD	215,996.95	-	2	-	-	50	10	36	37	37	38	37
Chile	CHL	30,124.03	-	-	-	1	-	0	417	499	234	368	364
China	CHN	18,342.56	-	-	-	-	-	-	33,698	34,540	34,444	33,540	34,424
Colombia	COL	24,395.40	-	-	-	-	-	-	-	-	-	-	-
Congo, Dem. Rep.	ZAR	235,768.48	-	291	-	-	-	-	73	68	21	26	1
Congo, Rep.	COG	89,410.04	-	-	-	-	-	-	-	-	-	19	-
Costa Rica	CRI	31,894.54	-	-	-	-	-	-	-	-	121	121	121
Cote d'Ivoire	CIV	90,966.33	212	-	-	-	-	53	186	187	188	192	195
Croatia	HRV	3,893.65	3	1,169	1,147	-	-	464	1,153	1,155	1,163	1,168	1,158
Cyprus	CYP	744.52	-	-	-	-	-	-	52	52	52	52	52
Czech Rep.	CZE	2,959.39	-	5	5	2,563	10,370	3,236	3,367	3,562	3,556	3,430	3,360
Denmark	DNK	5,129.95	-	-	-	-	-	-	1,116	1,072	1,083	1,019	880
Djibouti	DJI	74,095.25	-	-	-	-	-	-	-	-	10	3	10
Dominican Republic	DOM	34,192.18	-	-	-	-	-	-	1	-	-	-	-
Ecuador	ECU	78,141.65	-	-	-	20	-	5	50	50	115	115	115
Egypt	EGY	12,820.25	1,950	-	-	-	-	1,950	3,077	7,526	7,557	7,568	7,597
El Salvador	SLV	22,608.25	-	-	-	-	-	-	-	-	-	-	-
Eritrea	ERI	61,042.34	-	-	-	-	-	-	28	24	24	24	25
Estonia	EST	2,424.56	776	640	677	712	1,147	790	548	533	539	532	545
Ethiopia	ETH	121,889.42	-	-	-	-	-	-	156	119	124	130	199
Fiji	FJI	4,223.06	-	-	-	-	-	-	52	53	53	53	53
Finland	FIN	3,785.96	-	-	-	-	-	-	-	-	-	-	-
France	FRA	3,528.99	-	-	-	-	-	-	17,064	17,061	17,015	16,992	16,947
French Polynesia	PYF	2,556.28	-	-	-	-	-	-	53	53	53	53	53
Gabon	GAB	23,165.18	-	-	-	-	-	-	52	-	-	53	54
Georgia	GEO	4,343.98	-	-	-	-	-	-	-	-	118	143	142
Germany	DEU	6,280.88	1,296	19,000	19,000	-	-	13,099	-	-	-	-	-
Ghana	GHA	25,720.28	-	-	-	-	-	-	312	327	327	327	327
Greece	GRC	5,334.66	1,161	1,107	1,060	992	953	1,055	902	960	955	939	938
Grenada	GRD	1,949.11	-	-	-	-	-	-	7	7	7	7	7
Guatemala	GTM	28,248.60	-	-	-	1	1	1	-	-	-	-	-
Guinea	GIN	142,870.15	-	-	-	-	-	-	40	40	40	40	40
Guinea-Bissau	GNB	65,732.14	-	-	-	1	1	1	1	1	1	1	1
Guyana	GUY	9,491.13	-	-	-	1	1	1	-	-	44	44	72
Haiti	HTI	232,193.73	-	-	-	-	-	-	1	-	1	1	1
Honduras	HND	22,114.25	-	-	-	-	-	-	-	-	-	-	-
Hungary	HUN	3,246.83	809	788	912	928	1,049	897	3,257	3,265	3,269	3,102	2,824
Iceland	ISL	3,009.64	-	107	100	94	95	99	-	192	194	179	189
India	IND	6,744.07	-	-	-	-	-	-	154,551	154,919	155,295	155,618	155,618
Indonesia	IDN	10,804.42	6,572	6,572	3,512	3,512	5,042	5,042	2,536	2,536	2,536	2,536	2,536
Iran, Islamic Rep.	IRN	11,942.01	24	-	-	-	-	5	922	774	757	757	324
Ireland	IRL	2,267.92	-	-	-	-	-	-	1,374	1,374	1,341	1,233	1,195
Israel	ISR	9,269.55	49	49	49	49	49	49	749	754	739	717	710
Italy	ITA	4,136.34	72	72	64	-	-	69	13,831	13,860	13,811	13,728	13,855
Jamaica	JAM	4,178.97	-	-	-	-	-	-	255	255	255	255	60
Japan	JPN	5,155.28	11	14	8	8	8	10	24,141	24,168	24,154	24,122	24,149
Jordan	JOR	11,440.28	81	15	-	-	-	19	455	433	433	393	392
Kazakhstan	KAZ	3,983.27	2,578	-	-	2,965	3,139	2,894	3,612	2,481	2,710	6,248	6,248
Kenya	KEN	36,513.66	-	-	-	-	-	-	478	480	497	485	574
Kiribati	KIR	3,818.36	-	-	-	-	-	-	-	-	-	-	-
Korea, Rep.	KOR	12,781.65	-	-	-	-	-	-	2,804	2,797	2,822	2,822	2,814
Kuwait	KWT	42,469.78	-	-	-	-	-	-	5	1	2	2	2
Kyrgyz Republic	KGZ	5,520.07	940	1,074	-	1	1	504	920	920	920	920	922
Lao PDR	LAO	24,112.48	-	-	-	-	-	-	67	92	92	87	87
Latvia	LVA	2,424.23	2	2	2	1	2	2	970	969	964	964	964
Lebanon	LBN	17,809.62	-	-	-	-	-	-	47	47	47	192	200
Lesotho	LSO	11,724.70	-	-	-	-	-	-	48	47	47	47	47
Liberia	LBR	235,803.15	6	-	-	-	-	6	-	-	-	-	-
Libya	LYB	15,749.81	-	-	-	-	-	-	61	61	61	61	61
Lithuania	LTU	3,616.04	3,015	2,934	6	6	6	1,193	953	944	944	945	961
Luxembourg	LUX	4,132.51	427	430	431	431	430	430	108	108	108	108	109
Macao, China	MAC	24,552.03	-	-	-	-	-	-	-	-	-	3	4
Macedonia, FYR	MKD	6,432.45	41	37	194	185	185	128	310	310	314	317	320
Madagascar	MDG	19,864.92	153	75	75	142	142	117	354	220	459	440	377
Malawi	MWI	37,470.66	-	-	-	-	-	-	175	-	176	176	176
Malaysia	MYS	19,985.67	24	11	8	5	5	11	1,235	1,215	1,215	1,216	874
Maldives	MDV	1,465.25	-	-	-	-	-	-	6	8	8	8	9

DATABASE

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Mali	MLI	104,066.76	-	-	-	-	-	-	89	87	87	-	76
Malta	MLT	7,796.27	-	1	1	1	1	1	52	51	51	51	52
Mauritius	MUS	11,344.13	1	1	1	1	1	1	90	90	90	99	97
Mexico	MEX	11,474.68	41	-	-	-	-	8	9,875	8,992	8,676	7,874	7,825
Moldova	MDA	3,416.16	-	-	-	-	-	-	1,268	1,269	1,270	1,270	1,146
Mongolia	MNG	6,692.41	-	-	-	-	-	-	-	-	-	-	-
Morocco	MAR	18,786.41	-	-	-	-	-	-	1,569	1,576	1,595	1,622	1,653
Mozambique	MOZ	57,127.43	-	-	-	-	-	-	98	101	132	117	109
Namibia	NAM	17,804.98	2	2	2	2	1	2	37	37	104	120	119
Nepal	NPL	6,089.39	-	-	-	-	-	-	519	563	563	563	563
Netherlands	NLD	6,500.74	-	-	-	-	-	-	2,138	-	1,113	985	888
New Caledonia	NCL	4,194.03	27	27	27	26	26	27	75	76	77	76	76
New Zealand	NZL	3,907.23	-	-	-	-	540	540	-	-	-	-	-
Nicaragua	NIC	24,019.91	-	-	-	-	-	-	54	-	46	-	-
Niger	NER	245,616.63	-	5	5	5	5	4	1,077	47	46	47	47
Nigeria	NGA	27,026.28	2	16	20	18	18	15	4,077	1,420	1,020	1,020	1,157
Norway	NOR	3,259.02	-	2,100	2,006	1,967	1,863	1,984	-	1,328	3,456	3,445	3,367
Oman	OMN	6,019.14	-	-	-	-	-	-	-	-	-	-	-
Pakistan	PAK	11,608.72	-	-	-	-	-	-	12,828	12,234	12,267	12,254	12,107
Panama	PAN	23,718.81	-	-	-	-	-	-	113	111	111	111	114
Papua New Guinea	PNG	81,966.30	-	-	-	14	-	14	-	-	-	-	-
Paraguay	PRY	21,563.96	-	-	-	-	-	-	-	-	-	-	-
Peru	PER	19,662.98	-	-	-	435	359	397	60	37	37	37	37
Philippines	PHL	31,111.16	-	-	1	1	2	-	1,762	1,762	1,956	1,902	1,574
Poland	POL	4,470.68	12,438	12,348	12,021	-	-	12,269	7,995	8,167	8,165	8,304	8,203
Portugal	PRT	2,894.54	16	16	16	16	15	16	3,716	3,800	3,805	3,523	3,035
Romania	ROM	3,263.15	429	357	293	282	253	323	7,002	6,973	6,971	6,966	6,914
Russian Federation	RUS	3,580.63	77,136	348	345	408	311	15,710	40,751	41,434	40,540	40,205	40,034
Rwanda	RWA	409,531.09	-	-	-	-	-	-	17	-	18	18	-
Samoa	WSM	5,068.15	-	-	-	-	-	-	7	-	-	2	-
Saudi Arabia	SAU	14,844.19	1,500	1,513	1,358	1,332	1,332	1,407	-	-	-	-	-
Senegal	SEN	79,844.40	-	-	1	1	1	1	131	137	138	137	137
Serbia and Montenegro	YUG	6,037.30	-	5,060	1	1	2	1,266	1,241	1,283	1,684	1,653	1,655
Seychelles	SYC	15,696.96	-	-	-	-	-	-	4	4	4	4	4
Sierra Leone	SLE	87,745.75	9	-	-	-	-	-	38	38	9	-	-
Singapore	SGP	23,684.81	-	-	-	-	-	-	62	63	63	62	62
Slovakia	SVK	3,297.51	1,376	1,296	1,262	1,278	1,240	1,290	1,625	1,629	1,626	1,610	1,577
Slovenia	SVN	3,559.63	12	6	6	8	9	8	542	545	547	548	550
Solomon Islands	SLB	9,911.53	-	-	-	-	-	-	11	-	11	11	-
Spain	ESP	11,955.69	-	6,516	6,631	6,678	6,653	6,620	10,386	10,165	1,807	1,823	1,806
Sri Lanka	LKA	4,384.03	-	-	-	-	-	-	4,499	4,556	4,446	4,446	4,446
St. Lucia	LCA	3,718.71	-	-	-	3	-	-	14	14	9	26	46
Sudan	SDN	141,241.55	-	-	-	-	-	-	197	193	-	182	172
Suriname	SUR	13,346.76	-	-	-	-	-	-	14	-	-	-	13
Swaziland	SWZ	16,319.00	-	-	-	-	-	-	35	33	30	35	34
Switzerland	CHE	2,472.23	-	387	603	620	945	639	3,385	3,488	2,875	2,722	2,585
Syrian Arab Rep.	SYR	29,975.31	90	-	-	-	-	-	23	350	353	371	375
Tajikistan	TJK	10,192.46	42	37	-	-	-	40	60	60	593	593	555
Tanzania	TZA	84,242.98	-	-	-	-	-	-	227	237	241	241	327
Thailand	THA	14,171.19	6	4	2	1	1	3	4,356	4,311	4,416	4,454	4,479
Togo	TGO	107,962.70	-	-	-	-	-	-	50	51	51	51	54
Trinidad and Tobago	TTO	7,370.43	-	-	-	-	-	-	75	16	26	26	-
Tunisia	TUN	8,070.50	-	36	38	42	42	40	-	1,002	1,008	1,012	1,012
Turkey	TUR	15,135.19	-	33	32	32	32	32	-	4,596	4,471	4,421	4,381
Turkmenistan	TKM	18,093.06	765	753	946	920	854	848	385	310	307	195	190
Uganda	UGA	80,743.69	-	-	-	-	-	-	60	-	-	-	301
Ukraine	UKR	3,146.53	20,292	31,178	32,410	32,431	31,010	29,464	15,468	14,963	15,417	15,374	-
United Arab Emirates	ARE	12,968.37	-	-	-	-	-	-	57	-	-	67	77
United Kingdom	GBR	3,643.15	-	2	-	-	-	2	18,393	17,584	17,243	15,919	14,609
United States of America	USA	7,684.39	57,336	59,990	60,987	61,611	62,762	60,537	33,678	37,000	35,183	34,802	34,270
Uruguay	URY	2,721.42	-	-	-	-	-	-	123	230	-	243	132
Uzbekistan	UZB	8,266.03	4,160	-	3,972	3,859	3,859	3,963	3,022	3,212	3,012	3,201	-
Vanuatu	VUT	13,485.44	-	-	-	-	-	-	-	-	-	-	-
Venezuela	VEN	65,273.56	3	-	-	-	-	1	43	43	-	35	30
Vietnam	VNM	7,819.22	-	-	-	74	73	49	2,401	-	2,610	5,321	-
Yemen	YEM	76,770.70	-	-	-	-	63	21	76	76	100	109	111
Zambia	ZMB	57,633.33	-	-	-	-	-	-	198	116	127	180	188
Zimbabwe	ZWE	40,671.94	-	-	2	2	2	1	268	286	294	326	331

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	AverageOfficesWithFinance	SortingCenters2000	SortingCenters2001	SortingCenters2002	SortingCenters2003	SortingCenters2004	AverageSortingCenters	OperatingRevenue2000	OperatingRevenue2001	OperatingRevenue2002	OperatingRevenue2003
Albania	ALB	368.00	1	3			3	3	2.50	3,587,798.00	4,071,132.00	5,149,965.00
Algeria	DZA	3,264.25	16	9				9	11.33	1,920,236.00	3,563,805.00	
Angola	AGO	11,660	1	1	1		1	1	1.00		230,017.00	168,296.00
Antigua and Barbuda	ATG	9.00					0	4	2.00			1,454,251.00
Argentina	ARG	1,516.60	20	18	18	19	19	19	18.80	348,408,920.00	354,938,301.00	117,414,221.00
Armenia	ARM	901.00			1	1	1	1	1.00	3,206,889.00	2,149,729.00	3,216,176.00
Australia	AUS	3,863.40	44	44	45	35	35	35	40.60	1,591,589,421.00	1,516,008,451.00	1,565,332,200.00
Austria	AUT	2,220.75	10	13	12	11	10	10	10.80	1,177,157,508.00	1,115,049,367.00	1,191,428,523.00
Azerbaijan	AZE	1,234.50			1			1	1.20	4,828,020.00	5,008,531.00	5,572,673.00
Bangladesh	BGD	9,927.00				27	33	30	30.00		15,966,116.00	14,442,427.00
Bahamas	BHS	59.00	0		0	0	0	0		5,403,664.00	4,324,384.00	4,771,468.00
Bahrain	BHR	-	1	1	1	1	1	1	1.00	9,636,219.00	8,784,316.00	7,621,621.00
Barbados	BRB	17.00	0	0	0	0	0	0	0.20		6,564,529.00	6,041,487.00
Belarus	BLR	12,520.50	6	6	6	6	12	7.20	25,562,073.00	32,758,672.00	46,928,067.00	
Belgium	BEL	1,389.20	5	5	5	5	5	5	5.00	1,296,229,353.00	1,296,413,008.00	1,434,096,299.00
Belize	BLZ	8.00	0	1	1	1	1	1	0.67	1,035,329.00	1,208,810.00	1,079,776.00
Benin	BEN	96.50	1		1	1	1	1	1.00	3,188,753.00		2,211,289.00
Bhutan	BTN	90.00			0	0	0	0				
Bolivia	BOL	17.60	9	9	9	9	9	9	7.80	5,836,269.00	4,060,258.00	3,507,442.00
Bosnia and Herzegovina	BIH	243.20	7	8	8	8	8	8	7.80	11,576,413.00	11,043,581.00	34,141,562.00
Botswana	BWA	112.80	3	3	3	3	3	3	3.00	6,026,182.00	5,402,733.00	6,947,169.00
Brazil	BRA	11,714.00	107	110	63	62	54	79.20	1,544,413,669.00	1,618,130,401.00	1,123,638,747.00	
Bulgaria	BGR	3,011.67	14	12	12	12	11	12.25	33,467,100.00		33,507,156.00	
Burkina Faso	BFA	71.40	2	2	2	2	2	2	2.00	6,543,954.00	5,312,071.00	6,386,913.00
Burundi	BDI	29.00	1	1	1	1	1	1	1.00	698,460.00	993,732.00	762,224.00
Cambodia	KHM	24.00	2	1	1	1	1	1.20	1,293,652.00	891,846.00	508,821.00	
Cameroon	CMR	250.67	2	2	2	2	2	2.00		4,644,516.00	4,837,718.00	5,330,479.00
Cape Verde	CPV	22.80	0	0	0	0	0	-		1,117,917.00	1,970,333.00	2,059,486.00
Central African Rep.	CAF	30.60	1	1	1	1	1	1.00			1,020,881.00	
Chad	TCD	37.00	1	1	1	1	1	1.00		470,464.00		
Chile	CHL	376.40	30	26	16	16	22	22.00	72,987,931.00	65,487,165.00	54,946,670.00	
China	CHN	34,129.20	201	201	201	21	201	201.00	3,933,350,024.00	4,522,848,188.00	4,532,070,878.00	
Colombia	COL		7	7	7	7	7	7.00	35,807,962.00	35,100,231.00	29,554,159.00	
Congo, Dem. Rep.	ZAR	29.00	1	1	1	1	1	1.00		358,996.00		27,338,138.00
Congo, Rep.	COG	9.50	1	1	0	0	0	1.00				39,899,407.00
Costa Rica	CRI	72.60	1	2	1	1	1	1.20		8,087,963.00	8,040,647.00	7,014,689.00
Cote d'Ivoire	CIV	189.60	2	2	2	2	2	2.00	9,305,217.00			
Croatia	HRV	1,159.40	14	14	14	14	14	14.00	138,339,434.00	145,866,756.00	151,145,702.00	
Cyprus	CYP	52.00	4	5	1	1	1	2.40	15,777,750.00	20,032,651.00	18,403,798.00	
Czech Rep.	CZE	3,455.00	24	25	22	20	24	21.00	359,104,654.00	318,426,242.00	355,849,403.00	
Denmark	DNK	1,034.00	10	9	10	150	201	76.00		1,027,346,707.00	1,125,155,796.00	1,202,756,128.00
Djibouti	DJI	7.67			1	1	1	1.00			1,354,721.00	653,846.00
Dominican Republic	DOM	1.00	1	1	1	1	1	1.00		4,971,685.00	3,185,641.00	
Ecuador	ECU	71.67	2	2	2	22	2	7.00	4,788,334.00	6,962,272.00	6,010,912.00	
Egypt	EGY	6,665.00	43	43	43	44	42	43.00	279,812,644.00	304,980,699.00	357,008,902.00	
El Salvador	SLV	-	1	1	1	1	1	1.00	1,982,340.00	2,839,145.00	1,586,408.00	
Entrea	ERI	25.25	0	0	0	0	0	0.20	443,082.00	321,563.00	326,899.00	
Estonia	EST	539.40	1	1	1	1	1	1.00	23,979,306.00	27,237,879.00	30,461,983.00	
Ethiopia	ETH	145.60	0	0	0	0	0	0.20	2,964,172.00	3,047,213.00	3,398,992.00	
Fiji	FJI	66.20	2	2	1	3	1	1.80	7,924,084.00	10,968,527.00	12,964,297.00	
Finland	FIN	8	8	8	8	8	8	8.00	763,410,000.00	9,196,401.00	10,968,527.00	
France	FRA	17,015.80	117	121	121	119	119.00	10,792,714,129.00	10,513,323,983.00	11,662,295,588.00	13,193,370,166.00	
French Polynesia	PYF	53.00	2	2	2	2	2	2.00	11,252,233.00		8,588,868.00	
Gabon	GAB	53.00	2		1	1	1	1.25	3,273,307.00		3,057,493.00	
Georgia	GEO	134.33	1	1	1	1	1	1.00	1,563,936.00	1,827,391.00	1,541,593.00	
Germany	DEU		118	118	118	115	115	116.80	23,359,120,587.00	24,512,622,721.00	32,599,506,325.00	
Ghana	GHA	319.50	12	13	13	10	10	11.60	5,409,685.00	6,933,192.00	7,887,654.00	
Greece	GRC	938.80	27	28	24	23	23	25.00	262,766,941.00	269,030,653.00	331,780,262.00	
Grenada	GRD	7.00			0	0	0	1	1.30	1,330,487.00	1,052,576.00	
Guatemala	GTM	-	7	7	7	7	7	7.00		2,407,732.00	1,993,638.00	1,565,085.00
Guinea	GIN	40.00	1	1	1	1	1	1.00	1,076,459.00	813,802.00	630,325.00	
Guinea-Bissau	GNB	0.67	1		1	1	0	0.67	88,394.00			439,979.00
Guyana	GUY	58.00				1	1	1.00				1,344,451.00
Haiti	HTI	1.00	1		1		1	1.00	562,102.00		311,134.00	311,019.00
Honduras	HND	-	2			2		2.00				1,952,443.00
Hungary	HUN	3,143.40	18	10	10	10	20	13.60	281,981,681.00	314,762,939.00	423,361,001.00	
Iceland	ISL	188.50		10	10	9	8	9.25	33,262,243.00		40,353,400.00	41,946,932.00
India	IND	155,095.75	573	548	548	472	5	535.25	331,651,098.00	544,651,439.00	566,189,776.00	
Indonesia	IDN	2,536.00	5	5	5	7	5	5.50	80,686,627.00	79,258,434.00	85,820,179.00	
Iran, Islamic Rep.	IRN	694.25	28	28	28	28	28	28.00	146,834,232.00	168,124,451.00	57,655,361.00	
Ireland	IRL	1,303.40	88	88	88	87	87	87.50	409,153,314.00	438,218,794.00	527,395,865.00	
Israel	ISR	733.80	3	3	3	3	3	3.00	296,175,951.00	287,870,696.00	252,696,739.00	
Italy	ITA	13,817.00	112	110	106		107	108.75	4,953,438,908.00	5,063,304,348.00	5,700,944,153.00	
Jamaica	JAM	190.00						1.00	12,553,712.00	11,944,205.00	7,693,076.00	
Japan	JPN	24,146.80	2	6	4	3	5	4.00	27,626,596,506.00	24,073,895,194.00	13,295,441,840.00	
Jordan	JOR	444.40	11	11	11	11	11	11.00	5,056,832.00	5,056,832.00	10,524,354.00	
Kazakhstan	KAZ	3,762.75	3	3	3	3	3	3.00		17,512,333.00	18,630,084.00	22,661,178.00
Kenya	KEN	502.80	2	2	2	2	2	2.00	23,495,183.00	26,482,000.00	23,987,795.00	
Kiribati	KIR				4			4.00				
Korea, Rep.	KOR	2,811.80	12	12	22	22	22	18.00	2,131,190,327.00		2,269,604,256.00	
Kuwait	KWT	2.50	1	1	1	1	1	1.00				1,998,164,962.00
Kyrgyz Republic	KGZ	920.40		1	1	1	1	1.00	1,400,168.00	1,378,796.00	1,750,076.00	
Lao PDR	LAO	85.00		1	1	1	1	1.00	1,400,168.00	1,378,796.00	1,750,076.00	
Latvia	LVA	967.00	1	1	1	1	1	1.20	28,414,368.00	27,260,419.00	28,468,774.00	
Lebanon	LBN	106.60	1	1	1	1	1	1.00	8,846,845.00			
Lesotho	LSO	47.20	1	1	1	1	1	1.00	799,001.00	463,264.00	833,853.00	
Liberia	LBR	-	9					9.00				2,553.00
Libya	LYB	61.00	17	17	17	17	17	17.00	7,297,487.00			
Lithuania	LTU	949.40	1	1	1	1	1	1.00	26,443,074.00	28,218,974.00	30,649,670.00	
Luxembourg	LUX	108.20	1	1	1	1	1	1.00	79,626,663.00	82,671,844.00	105,472,229.00	
Macao, China	MAC	3.40	3	3	3	3	3	3.00	17,535,013.00	10,542,232.00	8,176,353.00	
Macedonia, FYR	MKD	314.20	1	1	1	1	1	1.00	15,032,985.00	13,557,947.00	15,813,044.00	
Madagascar	MDG	370.00	1	1	1	1	1	1.00	4,626,653.00	5,201,938.00	2,039,762.00	
Malawi	MWI	176.00	0		0	0	0		2,165,179.00		1,990,892.00	
Malaysia	MYS	1,135.00	14	28	28	28	28	26.20	126,747,389.00	135,883,240.00	128,378,886.00	
Maldives	MDV	7.80	0	1	1	1	1	0.80	1,219,730.00	1,695,748.00	1,390,200.00	

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	AverageOfficesWithFinance	SortingCenters2000	SortingCenters2001	SortingCenters2002	SortingCenters2003	SortingCenters2004	AverageSortingCenters	OperatingRevenue2000	OperatingRevenue2001	OperatingRevenue2002	OperatingRevenue2003
Mali	MLI	84.75	0	1	1	1	1	0.75	1,739,500.00	1,595,740.00		
Malta	MLT	51.40	1	3	3	6	6	3.00	11,087,824.00	11,855,894.00	12,441,997.00	14,388,175.00
Mauritius	MUS	95.00	2	2	2	2	2	2.00	4,040,227.00	4,313,816.00	4,383,647.00	3,430,841.00
Mexico	MEX	8,648.40	5	5	5	5	5	5.00	138,165,206.00	136,162,028.00	127,961,284.00	117,463,585.00
Moldova	MDA	1,244.60	1	1	1	1	1	1.00	4,580,820.00	3,459,727.00	3,713,526.00	4,247,214.00
Mongolia	MNG	-	1	1	1	4	3	2.25	1,567,701.00	1,893,773.00	1,757,565.00	1,734,698.00
Morocco	MAR	1,603.00	1	1	1	1	2	1.20	72,404,638.00	77,765,930.00	80,724,380.00	90,736,541.00
Mozambique	MOZ	111.40	2	3	10	3	3	4.20	1,470,413.00	1,459,285.00	1,537,064.00	1,452,341.00
Namibia	NAM	103.20	1	2	1	1	1	1.20	9,193,019.00	7,576,020.00	13,047,143.00	18,005,562.00
Nepal	NPL	552.00	1	0	0	0	0	0.20	2,368,620.00			
Netherlands	NLD	1,281.00	11	11	11	11	11	11.00	2,646,708,041.00	2,732,117,812.00	3,089,324,283.00	3,327,666,808.00
New Caledonia	NCL	76.00	1	1	1	1	1	1.00	19,581,552.00	15,511,206.00	15,098,384.00	25,461,528.00
New Zealand	NZL	-					23	23.00				
Nicaragua	NIC	50.00	1	1	1	1	1	1.00	3,557,436.00	1,741,068.00	3,211,992.00	
Niger	NER	46.80	1	1	1	1	1	1.00	1,877,746.00	1,646,118.00	2,311,935.00	2,503,141.00
Nigeria	NGA	1,168.50	3	3	3	4	4	3.40	7,720,665.00	12,726,907.00	12,619,658.00	11,511,381.00
Norway	NOR	2,899.00	28	29	29	30	28	28.80	1,184,772,049.00	1,325,196,011.00	1,601,478,353.00	1,567,452,122.00
Oman	OMN	-	1	1	0	0	0	0.40	7,637,379.00			
Pakistan	PAK	12,338.00	45	48	46	48	46	46.60	37,774,505.00	42,907,228.00	48,916,459.00	46,361,597.00
Panama	PAN	112.00	1	2	2	2	1	1.60	5,295,878.00	5,749,094.00	4,228,832.00	4,228,832.00
Papua New Guinea	PNG	-	1	1	1	2	2	2.00			4,417,796.00	
Paraguay	PRY	-	1	1	1	1	1	1.00	1,461,282.00	859,553.00	1,823,878.00	2,268,141.00
Peru	PER	41.60	1	1	1	1	1	1.00	13,883,539.00	13,636,616.00	12,442,877.00	12,107,824.00
Philippines	PHL	1,791.20	62	62	62	62	62	61.60	52,523,670.00	49,244,919.00	43,973,616.00	39,310,194.00
Poland	POL	8,170.80	14	14	13	13	12	13.20	882,639,356.00	1,085,029,343.00	1,043,704,532.00	1,047,565,709.00
Portugal	PRT	3,575.80	12	9	9	9	9	9.60	426,327,359.00	440,742,637.00	494,497,840.00	547,008,075.00
Romania	ROM	6,965.20	7	9	9	9	9	8.60	97,091,842.00	85,770,542.00	102,894,943.00	111,165,597.00
Russian Federation	RUS	40,592.80	33	30	22	24	15	24.80	451,191,671.00	578,307,082.00	661,525,682.00	815,333,847.00
Rwanda	RWA	17.67	1	2	2	2	2	1.75	1,179,117.00			
Samoa	WSM	4.50	1	1	1	1	1	1.00				325,225.00
Saudi Arabia	SAU	-	13	13	13	13	13	13.00	81,977,292.00			
Senegal	SEN	136.00	1	1	1	1	1	1.00				
Serbia and Montenegro	YUG	1,503.20	20	20	21	20	18	19.80	40,619,163.00	92,924,683.00	119,902,204.00	117,320,629.00
Seychelles	SYC	4.00	0	0	0	0	0	-	1,134,361.00	1,178,615.00	1,156,239.00	933,366.00
Sierra Leone	SLE	28.33	0	0	1	0	0	0.33	493,973.00	374,563.00	432,519.00	
Singapore	SGP	62.40	1	1	1	1	1	1.00	158,027,482.00	153,039,292.00	152,490,681.00	145,609,939.00
Slovakia	SVK	1,613.40	43	47	46	46	4	37.20	78,461,125.00	93,511,886.00	106,977,163.00	134,752,408.00
Slovenia	SVN	546.40	2	2	2	2	2	2.00	98,566,663.00	103,714,097.00	122,729,313.00	147,307,314.00
Solomon Islands	SLB	11.00	0	0	0	0	0	-			474,153.00	
Spain	ESP	5,197.40	67	66	62	61	63	63.80	920,345,937.00	1,048,424,309.00	1,290,618,278.00	1,500,912,877.00
Sri Lanka	LKA	4,478.60	10	10	10	10	10	10.00	17,177,985.00	15,688,640.00	16,159,601.00	16,077,009.00
St. Lucia	LCA	23.75	0	0	0	0	0	-	1,511,280.00		1,293,427.00	1,158,008.00
Sudan	SDN	186.00	3	3	3	3	3	3.00	1,494,582.00			
Suriname	SUR	6.75	1	1	1	1	1	1.00			1,569,934.00	
Swaziland	SWZ	33.40	0	0	0	0	0	-	1,541,432.00	1,223,222.00	1,859,402.00	2,620,962.00
Switzerland	CHE	3,011.00	26	21	21	22	21	22.20	2,948,597,693.00	3,122,539,020.00	3,645,910,682.00	3,747,551,687.00
Syrian Arab Rep.	SYR	361.40	0	4	4	4	4	3.20	23,330,601.00	24,020,849.00		17,990,691.00
Tajikistan	TJK	372.20	1	1	1	1	1	1.00	175,836.00	233,746.00	258,625.00	351,990.00
Tanzania	TZA	254.60	0	0	0	0	0	-	10,956,061.00	10,604,748.00	9,678,930.00	8,923,975.00
Thailand	THA	4,403.20	13	13	13	13	13	13.00	137,109,910.00	136,900,161.00	130,736,896.00	62,729,740.00
Togo	TGO	52.00	1	1	1	1	1	1.00	2,744,878.00	3,682,748.00	3,993,335.00	4,614,482.00
Trinidad and Tobago	TTO	35.75	0	48	48	48	1	29.00	7,541,607.00	8,099,436.00	8,616,354.00	8,616,354.00
Tunisia	TUN	1,008.50	2	2	2	2	2	2.00	61,882,992.00	192,931,868.00	222,725,856.00	311,154,593.00
Turkey	TUR	4,467.25	15	24	25	25	25	22.80	368,377,962.00	4,026,328.00	4,211,608.00	4,635,042.00
Turkmenistan	TKM	277.40	2	2	2	2	2	2.00	3,720,753.00			
Uganda	UGA	180.50					64	64.00	3,266,362.00			
Ukraine	UKR	15,305.50	3	3	3	3	3	3.00	108,228,565.00	138,020,064.00	139,110,835.00	134,577,906.00
United Arab Emirates	ARE	67.00	0	2	4	2	2	2.00	45,056,708.00	43,566,182.00		
United Kingdom	GBR	16,749.60	807	807	807	807	807	807.00	9,299,049,364.00	9,703,628,474.00	9,839,350,288.00	10,388,226,364.00
United States of America	USA	34,986.60	346	346	347	347	322	341.60	49,581,702,356.00	52,386,408,849.00	48,887,826,407.00	46,116,419,919.00
Uruguay	URY	182.00	3	3	3	3	3	3.00	22,892,060.00	22,448,935.00		10,596,090.00
Uzbekistan	UZB	3,111.75		15	15	15	15	15.00	5,476,746.00		10,219,218.00	8,238,297.00
Vanuatu	VUT	-	2	1	1	1	1	1.33	415,433.00	802,511.00		1,167,018.00
Venezuela	VEN	37.75	30	32	20	25	30	27.40	45,012,795.00	42,282,619.00	12,873,603.00	10,013,704.00
Vietnam	VNM	3,444.00	61	2	3	3	3	17.25	24,520,816.00	30,964,815.00		55,056,131.00
Yemen	YEM	94.40	4	4	4	4	4	3.60	2,068,223.00	2,667,011.00	3,519,450.00	3,092,347.00
Zambia	ZMB	161.80	1	1	1	1	1	1.00	2,794,022.00		3,546,819.00	3,815,687.00
Zimbabwe	ZWE	301.00	1	1	2	2	2	1.40	13,144,446.00	23,157,376.00	43,205,026.00	13,631,523.00

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	OperatingRevenue2004	AverageOperatingRevenue	LogAverageOperatingRevenue	OpIncomeperLetter	LogOpIncomeperLetter	OperatingExpenditure2000	OperatingExpenditure2001	OperatingExpenditure2002	OperatingExpenditure2003	OperatingExpenditure2004
Albania	ALB	6,781,817.00	4,897,678.00	15.40427177	0.95153192	-0.049682045		3,510,087.00		4,771,106.00	6,228,540.00
Algeria	DZA		2,742,020.50	14.82420562	0.006437186	-5.045663741	3,400,456.00	80,657.00			
Angola	AGO	468,413.00	321,535.75	12.68086401	0.374580476	-0.982140844		1,615,580.00	633,724.00	1,323,411.00	1,177,883.00
Antigua and Barbuda	ATG		1,454,251.00	14.19000155	0.201555004	-1.601692961				1,744,859.00	
Argentina	ARG	115,590,576.00	210,978,045.40	19.16726464	0.561983513	-0.576282766	419,206,610.00	348,759,653.00	128,905,909.00	111,829,528.00	98,451,812.00
Armenia	ARM	3,732,377.00	3,076,292.75	14.93923578	1.056534954	0.054994642		2,778,367.00	2,101,481.00	2,922,874.00	3,281,994.00
Australia	AUS	2,080,436,593.00	1,751,333,479.00	21.28364332	0.344475498	-1.065732315	1,533,166,086.00	1,339,752,966.00	1,395,733,373.00	1,756,603,983.00	1,809,733,016.00
Austria	AUT	1,463,086,303.00	1,261,707,588.20	20.95573187	1.33403602	0.288208948	1,240,256,871.00	1,098,560,673.00	1,182,884,290.00	1,322,245,897.00	1,387,176,123.00
Azerbaijan	AZE	5,821,331.00	5,246,009.40	15.47297823	1.412947463	0.345457463	4,182,737.00	3,487,605.00	3,487,605.00	3,746,683.00	4,212,802.00
Bangladesh	BGD	11,591,499.00	13,900,014.00	16.44740041	0.047053166	-3.046858912			26,375,460.00	24,461,407.00	22,695,527.00
Bahamas	BHS	3,605,924.00	4,526,360.00	15.32542864	0.206197717	-1.578919781	4,826,260.00		4,670,835.00	5,090,513.00	5,022,537.00
Bahrain	BHR	7,880,096.00	8,480,563.00	15.9532874	0.199833202	-1.610272249			6,402,895.00	7,081,314.00	7,318,348.00
Barbados	BRB	6,095,152.00	6,233,722.67	15.64548425	0.190026937	-1.660589441			7,374,178.00	6,457,061.00	
Belarus	BLR	56,177,805.00	41,597,670.00	17.54355471	0.066041624	-2.717470068	26,017,377.00	36,622,377.00	47,592,210.00	48,270,106.00	56,551,689.00
Belgium	BEL	1,754,550,801.00	1,490,239,796.80	21.12220288				1,279,853,291.00	1,465,507,559.00	1,704,139,949.00	1,691,628,981.00
Belize	BLZ		1,107,971.67	13.91804157	0.182764011	-1.699559514		889,688.00		660,272.00	
Benin	BJN	3,037,947.00	2,740,592.75	14.82368479	0.23382112	-1.4531989	4,309,673.00		3,729,047.00	4,592,876.00	5,443,407.00
Bhutan	BTN										
Bolivia	BOL	3,312,217.00	3,999,597.80	15.20170436	0.784647495	-0.242520713	7,088,201.00	5,428,350.00	5,761,039.00	4,366,822.00	3,616,457.00
Bosnia and Herzegovina	BIH	29,528,948.00	24,623,811.20	17.01922447	1.426392635	0.355148624	23,080,886.00	19,209,347.00	31,095,820.00	36,356,675.00	30,862,712.00
Botswana	BWA	7,967,249.00	6,978,052.60	15.75828044	0.160793438	-1.827634734	6,687,723.00	5,133,461.00	6,963,313.00	8,575,460.00	8,166,185.00
Brazil	BRA	1,701,469,965.00	1,471,073,374.00	21.10925816	0.166223785	-1.794420295	1,600,281,506.00	1,088,164,895.00	742,425,023.00	1,411,972,552.00	1,634,061,106.00
Bulgaria	BGR	25,256,502.00	39,743,586.00	17.49795903	0.665948144	-0.406543473	33,020,521.00	32,597,831.00		48,067,265.00	
Burkina Faso	BFA	7,251,554.00	6,373,623.00	15.66767863	0.979303846	-0.020913321	6,364,626.00		5,837,966.00	6,954,597.00	7,169,314.00
Burundi	BDI	923,190.00	835,466.40	13.63574541	0.149603039	-1.899769899	67,759.00	1,109,303.00	796,945.00	713,142.00	885,380.00
Cambodia	KHM	1,175,856.00	841,092.00	13.64245633	0.340324283	-1.077856341	908,161.00				
Cameroon	CMR		4,937,571.00	15.41238407				5,299,866.00	5,246,772.00	8,292,733.00	
Cape Verde	CPV	2,363,571.00	1,974,412.20	14.98578129	1.608727783	0.47544367	2,069,652.00	1,973,683.00	2,177,108.00	2,523,849.00	2,716,023.00
Central African Rep.	CAF		1,020,881.00	13.83617654	0.718053952	-0.33121057		811,311.00			
Chad	TCD		470,464.00	13.06147472	0.044606318	-3.109879762					
Chile	CHL	64,511,590.00	63,654,408.80	17.96897915	0.221806449	-1.505950129	73,469,608.00	62,323,111.00	53,984,347.00	56,216,043.00	59,858,893.00
China	CHN		4,318,820,437.50	0.465674225	0.465674225	-0.764268978	4,972,136,453.00	4,442,021,977.00	4,523,166,744.00	4,282,669,995.00	
Colombia	COL	38,050,105.00	33,170,119.00	17.317116	0.419766076	-0.868057685		56,597,866.00	20,000,064.00	19,423,092.00	40,115,075.00
Congo, Dem. Rep.	ZAR	222,713.00	10,143,445.75	16.13233832	0.958438309		347,584.00		2,746,927.00	282,089.00	
Congo, Rep.	COG										
Costa Rica	CRI	6,752,032.00	7,473,832.75	15.82691851	0.245151324	-1.405879611		9,041,447.00	7,371,552.00	7,169,824.00	6,737,992.00
Cote d'Ivoire	CIV	9,479,188.00	9,392,202.50	16.05539038	0.266324672	-1.323039144	10,693,314.00			12,157,036.00	
Croatia	HRV	153,798,896.00	148,635,455.00	18.81700726	0.507554395	-0.678151392	154,177,635.00	138,601,099.00	141,557,304.00	155,803,277.00	176,072,668.00
Cyprus	CYP	26,264,134.00	20,975,801.00	16.85888	0.286352201	-1.250532753	10,817,214.00	10,961,853.00	14,038,228.00	17,863,808.00	19,292,817.00
Czech Rep.	CZE	464,662,770.00	381,352,870.20	19.75923567	0.223806454	-1.496973647	363,046,806.00	304,313,224.00	346,370,379.00	385,771,071.00	450,892,994.00
Denmark	DNK	1,330,585,326.00	1,171,460,989.25	20.88151752	0.864014801	-0.146185338		912,187,733.00	979,123,390.00	1,025,528,070.00	1,116,829,581.00
Djibouti	DJI	1,343,442.00	1,117,336.33	13.2645814	1.692764304	0.526359668			1,815,625.00	1,192,307.00	1,609,425.00
Dominican Republic	DOM		4,078,863.00	15.2212798	0.644923153	-0.644923153	5,902,949.00	5,797,046.00			
Ecuador	ECU	5,536,930.00	5,797,747.80	15.57280009	0.735187476	-0.307629743	4,266,657.00	4,696,657.00	5,424,665.00	4,264,930.00	4,436,771.00
Egypt	EGY	284,587,613.00	302,628,674.80	19.52801712	1.074834021	0.07216625	275,163,711.00	300,177,537.00	349,490,792.00	279,258,457.00	270,601,938.00
El Salvador	SLV	1,799,470.00	2,035,240.00	14.52612431	0.219708103	-1.515455418	4,061,584.00	6,259,380.00	2,899,406.00	2,238,931.00	5,027,906.00
Entrea	ERI	615,953.00	388,113.00	12.86905181	0.108122331	-2.224491999	403,418.00	288,682.00	241,540.00	209,061.00	548,078.00
Estonia	EST	38,824,698.00	31,692,414.20	17.27158791	0.523923237	-0.646410099	24,047,830.00	25,753,432.00	28,509,555.00	36,220,271.00	36,774,516.00
Ethiopia	ETH	3,394,793.00	3,247,686.60	14.99345349	0.118321293	-2.134351537	2,705,809.00	3,179,545.00	2,789,267.00	2,123,001.00	2,582,878.00
Fiji	FJI	14,713,274.00	11,033,716.60	16.21646629	0.297426531	-1.212589004	9,807,652.00	6,824,944.00	10,552,455.00	11,891,047.00	14,046,265.00
Finland	FIN	1,103,792,450.00	931,569,183.75	20.652381	0.65928571	-0.145110864	707,631,005.00	707,631,005.00	827,753,780.00	925,711,857.00	1,020,295,597.00
France	FRA	16,582,760,314.00	12,548,892,836.00	23.25289828	0.597602751	-0.514829042	10,940,021,122.00	10,415,848,527.00	11,690,064,795.00	13,073,523,162.00	16,124,052,765.00
French Polynesia	PYF		9,920,550.50	16.11011897	0.34415008	-1.066677438				7,057,857.00	
Gabon	GAB	2,596,677.00	3,023,402.50	14.92189341	0.516952387	-0.659804503	18,610,437.00		17,119,862.00	17,090,891.00	18,451,474.00
Georgia	GEO	1,702,315.00	1,678,698.00	14.33352905	0.806487995	-0.500070345	1,569,751.00	1,847,536.00	1,847,536.00	2,077,992.00	1,697,418.00
Germany	DEU	39,058,553,186.00	30,913,185,383.20	24.15444864	1.433502067	0.360120449	24,806,746,166.00	22,722,300,146.00	30,732,027,152.00	32,507,437,314.00	36,123,000,281.00
Ghana	GHA	8,704,986.00	7,337,448.00	15.80850166	0.053764821	-2.923135912	5,208,745.00	6,724,363.00	7,602,107.00	7,467,840.00	8,687,135.00
Greece	GRC	445,398,300.00	341,691,357.80	19.64941842	0.569360809	-0.563240935	258,067,929.00	262,665,818.00	286,091,354.00	381,660,347.00	432,110,136.00
Grenada	GRD	864,637.00	1,089,833.33	13.90153533	0.123844697	-2.089128942		1,133,728.00		1,133,728.00	870,137.00
Guatemala	GTM	4,351,707.00	2,579,538.00	14.76312087	0.095868001	-2.347728901		3,371,355.00	3,145,280.00	2,738,585.00	4,415,363.00
Guinea	GIN		740,141.25	13.51459633	0.086890737	-2.443103846		1,021,863.00	889,433.00	604,557.00	492,647.00
Guinea-Bissau	GNB		88,394.00	11.38955937	0.607318548	-0.498701835	45,222.00				
Guyana	GUY		1,344,451.00	14.11149631	0.145593997	-1.926933376				1,602,888.00	
Haiti	HTI	410,068.00	398,580.75	12.89566539	0.22040635	-1.51228239			376,884.00	480,337.00	686,981.00
Honduras	HND		1,952,443.00	14.48459197	0.280410671	-1.271500068				2,231,039.00	
Hungary	HUN	561,482,553.00	407,939,941.60	19.82663052	0.341748009	-1.07368163	308,775,723.00	328,351,974.00	446,392,313.00	447,236,650.00	545,986,139.00
Iceland	ISL	48,297,902.00	40,940,119.25	15.52762105	0.658999209	-0.658999209	40,940,119.25	34,426,448.00	39,421,314.00	38,613,694.00	44,355,064.00
India	IND		512,292,204.00	20.05440573	0.040263354	-3.212313554	602,818,867.00	810,465,904.00	795,521,915.00	814,223,829.00	814,223,829.00
Indonesia	IDN	85,327,092.00	82,773,083.00	18.23161348	0.166325242	-1.793810121	50,177,603.00	42,960,137.00	42,960,137.00	83,125,325.00	86,197,091.00
Iran, Islamic Rep.	IRN	90,553,701.00	106,637,803.60	18.48494864	0.270435237	-1.307722628	194,340,459.00	228,507,901.00	76,898,654.00	88,790,871.00	102,916,149.00
Ireland	IRL	657,977,828.00	527,094,676.60	20.08289074	0.466207842	-0.436634091	447,699,883.00	442,917,251.00	540,814,653.00	639,184,020.00	656,399,102.00
Israel	ISR		278,914,462.00	19.4464157	0.395803006	-0.926838652	307,272,986.00	287,741,680.00	327,48		

DATABASE

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Country	WorldBankCode	OperatingRevenue2004	AverageOperatingRevenue	LogAverageOperatingRevenue	OpIncomePerLetter	LogOpIncomePerLetter	OperatingExpenditure2000	OperatingExpenditure2000	OperatingExpenditure2002	OperatingExpenditure2003	OperatingExpenditure2004
Mali	MLI	1,449,734.00	1,594,991.33	14.28237886	0.82281817	-0.195020038	1,618,331.00	1,725,961.00			2,291,894.00
Malta	MLT	14,298,745.00	12,814,527.00	16.36609001	0.210573229	-1.557921806	10,517,744.00	11,691,139.00	12,896,341.00	11,018,292.00	11,349,799.00
Mauritius	MUS	4,264,579.00	4,086,622.00	15.22329227	0.071312051	-2.640689948	4,029,725.00	4,075,121.00	4,075,121.00	5,520,301.00	5,393,446.00
Mexico	MEX	151,194,789.00	134,189,378.40	18.71476263	1.043891941	-1.93869267	194,946,078.00	199,969,798.00	162,272,808.00	141,531,588.00	150,162,396.00
Moldova	MDA	4,859,934.00	4,172,244.20	15.24396463	0.08400651	-2.476860989	4,760,383.00	3,861,596.00		4,611,311.00	5,213,802.00
Mongolia	MNG	1,782,265.00	1,747,200.40	14.37352529	1.871167492	0.626562563	1,680,905.00	1,490,214.00		1,417,417.00	1,371,606.00
Morocco	MAR	99,828,182.00	84,291,934.20	18.24979674	0.30764859	-1.178797087	68,681,628.00	65,139,360.00	71,314,631.00	74,359,377.00	85,409,074.00
Mozambique	MZQ	1,991,368.00	1,582,094.20	14.27425997	0.226971413	-1.482931205	1,734,005.00	1,537,115.00	1,598,403.00	1,480,869.00	1,870,481.00
Namibia	NAM	23,855,870.00	16,735,522.80	16.7825113	0.12233023	-2.045386227	9,753,303.00	8,145,097.00	4,961,243.00	17,499,728.00	24,236,568.00
Nepal	NPL		2,388,620.00	14.67781807	0.028972345	-3.541413521					
Netherlands	NLD	3,420,572,551.00	3,043,277,899.00	21.83620103	0.480042574	-0.733880484	2,247,995,116.00	2,184,431,978.00	2,469,145,326.00	2,630,684,233.00	2,661,907,101.00
New Caledonia	NCL		18,913,167.50	16.75536893	0.890779843	-0.115657972	23,397,722.00	13,220,646.00		15,000,660.00	
New Zealand	NZL	486,332,453.00	486,332,453.00	20.00240301							456,309,647.00
Nicaragua	NIC		2,836,832.00	14.85819849	0.23411174	-1.451956755	3,838,995.00	1,895,068.00	3,528,222.00		
Niger	NER	1,999,315.00	2,067,651.00	14.54192374	0.839939222	-0.174425745	2,465,335.00	2,367,955.00	2,705,881.00	3,019,222.00	2,931,481.00
Nigeria	NGA	16,060,302.00	12,127,782.60	16.31100946	0.170940855	-1.766437658	12,300,343.00	36,815,891.00	32,549,397.00	23,274,233.00	27,305,205.00
Norway	NOR	1,914,564,721.00	1,516,693,051.20	21.14111597	0.598293064	-0.513678624	1,376,205,676.00	1,271,776,850.00	1,604,963,041.00	1,515,871,976.00	1,768,405,791.00
Oman	OMN		7,637,379.00	15.84856504	0.229924927	-1.470002429					
Pakistan	PAK	48,001,525.00	44,792,262.80	17.61754598	0.103140961	-2.271658674	39,376,577.00	36,376,577.00	45,892,420.00	46,283,569.00	46,557,613.00
Panama	PAN	7,530,408.00	5,701,053.00	15.55616145	0.309536007	-1.172880854	34,854,299.00	5,466,655.00		4,757,754.00	7,289,506.00
Papua New Guinea	PNG		4,417,796.40	15.30115149	0.253165024	-1.373713734				4,063,828.00	
Paraguay	PRY	996,443.00	1,481,859.40	14.20880821	0.582634217	-0.540195704	3,423,018.00	2,526,816.00	1,842,595.00	2,054,670.00	1,821,637.00
Peru	PER	12,770,307.00	12,968,232.60	16.37801328	0.564751746	-0.571369032	12,555,249.00	13,151,023.00	10,038,904.00	12,240,001.00	12,822,925.00
Philippines	PHL	39,498,384.00	44,910,156.60	17.62017453	0.149639788	-1.898188638		55,747,883.00	49,888,650.00	44,771,962.00	39,826,320.00
Poland	POL	1,316,223,143.00	1,075,032,416.80	20.79561665	0.499033693	-0.696114782	891,113,394.00	1,080,268,339.00	1,036,530,047.00	1,014,873,496.00	1,287,849,034.00
Portugal	PRT	567,123,912.00	485,139,964.60	20.02035104	0.41537368	-0.87857673	452,388,832.00	449,034,362.00	541,556,618.00	501,773,906.00	525,932,325.00
Romania	ROM	143,367,010.00	108,057,986.80	18.49817856	0.455027191	-0.787398101	71,069,294.00	83,033,665.00	101,059,857.00	113,059,017.00	144,603,178.00
Russian Federation	RUS	951,570,984.00	697,585,853.20	20.35449786	0.549942171	-0.59794215	437,346,619.00	558,348,162.00	646,757,136.00	789,510,653.00	928,667,564.00
Rwanda	RWA		1,179,117.00	13.98027641	0.623832233	-0.471873805		1,148,191.00			
Samoa	WSM		325,225.00	12.69227253	0.3968915	-0.924092336				383,562.00	
Saudi Arabia	SAU		81,977,292.00	18.22195284	0.118288258	-2.134630766	154,834,611.00				
Senegal	SEN										
Serbia and Montenegro	YUG	122,136,428.00	98,580,621.40	18.40638526	0.648487376	-0.433112742	36,636,404.00	76,148,255.00	105,111,090.00	127,495,094.00	125,251,952.00
Seychelles	SYC	1,087,826.00	1,098,081.40	13.90907503	0.230074288	-1.469353029	639,928.00	781,413.00	791,117.00	658,229.00	623,389.00
Sierra Leone	SLE		433,685.00	12.98007374	0.670231216	0.51296207		360,365.00	489,269.00		
Singapore	SGP	148,114,531.00	151,456,385.00	18.83580825	0.183305761	-1.696599695	109,509,752.00	99,733,471.00	105,049,136.00	101,293,871.00	103,240,847.00
Slovakia	SVK	175,893,843.00	117,919,285.00	18.58551092	0.267712475	-1.317841729	77,008,806.00	87,614,739.00	103,631,527.00	131,708,184.00	165,526,291.00
Slovenia	SVN	164,483,044.00	127,360,086.20	18.66252896	0.199107116	-1.613912326	113,000,972.00	103,341,347.00	118,311,931.00	138,914,681.00	156,085,455.00
Solomon Islands	SLB		474,153.00	13.06928533	0.375273054	-0.980101375				439,926.00	
Spain	ESP	1,644,945,410.00	1,281,049,362.20	20.97094539	0.239102768	-1.430861826	1,063,599,376.00	1,033,807,016.00	1,171,841,799.00	1,378,373,991.00	1,479,201,558.00
Sri Lanka	LKA	14,681,409.00	15,956,928.80	16.5854037	0.031797694	-3.448361499	24,551,262.00	22,118,056.00	21,435,303.00	20,130,172.00	20,658,529.00
St. Lucia	LCA		1,259,976.75	14.04580985	0.213751133	-1.542942873	926,640.00		932,632.00	651,778.00	834,705.00
Sudan	SDN		1,494,582.00	14.21735713	0.552349932	-0.5935735					
Suriname	SUR		1,569,934.00	14.26654414	11.26810239	2.421975937			1,557,661.00		
Swaziland	SWZ	2,906,379.00	2,030,279.40	14.52368398	0.117683038	-2.139760387		1,383,204.00	2,117,683.00	2,530,734.00	2,958,578.00
Switzerland	CHE	4,182,314,783.00	3,529,382,773.00	21.98438884	1.152815214	0.142209663	2,878,716,818.00	3,030,029,888.00	3,539,302,005.00	3,557,671,382.00	3,705,473,996.00
Syrian Arab Rep.	SYR		21,780,713.67	16.89653544	1.378587401	0.319077101	24,864,351.00	35,210,953.00		30,981,502.00	
Tajikistan	TJK	452,377.00	294,514.80	12.59308454	0.278539607	-1.278195016		341,501.00	348,416.00	399,475.00	533,574.00
Tanzania	TZA	9,437,272.00	9,920,197.20	16.11008336	0.288452684	-1.243224213	10,191,092.00	9,503,667.00	8,064,945.00	2,145,578.00	7,704,410.00
Thailand	THA	194,544,836.00	132,404,312.60	18.70137077	0.092251363	-2.383238221	194,036,780.00	165,021,308.00	161,820,336.00	65,499,511.00	184,053,920.00
Togo	TGO	4,836,112.00	3,974,311.00	15.19536196	0.861171521	-0.412916519	4,018,521.00	3,598,091.00	4,794,687.00	4,951,825.00	4,951,825.00
Trinidad and Tobago	TTO	9,120,941.00	8,344,584.50	15.93712332	0.282414575	-1.264379164	8,601,574.00	9,197,807.00		8,852,000.00	9,729,035.00
Tunisia	TUN	80,069,101.00	72,395,752.67	18.09765819	0.609648444	-0.49487281	64,241,521.00	64,241,521.00		81,428,122.00	84,830,590.00
Turkey	TUR	365,422,321.00	292,122,520.00	19.49268386	0.284548743	-1.256850711	307,758,035.00	213,190,645.00	247,116,207.00	328,315,128.00	363,461,754.00
Turkmenistan	TKM	5,223,067.00	4,363,359.60	15.28875287	0.32006806	-1.139221617		3,394,792.00	3,681,336.00	4,671,084.00	4,636,943.00
Uganda	UGA	4,147,090.00	3,706,726.00	15.12565957	0.151562859	-1.886754832	3,647,899.00				4,837,026.00
Ukraine	UKR	155,725,729.00	135,132,619.80	18.72176722	0.365253492	-1.007163669	105,809,878.00	128,689,554.00	135,292,779.00	131,695,067.00	156,333,548.00
United Arab Emirates	ARE		44,311,445.00	17.60675355	0.251390255	-1.380748747	36,530,090.00	30,624,445.00			
United Kingdom	GBR	11,137,641,148.00	10,069,579,127.60	23.03278475	0.578125497	-0.547964311	9,673,576,910.00	11,020,450,559.00	10,643,191,653.00	10,282,955,419.00	10,683,728,797.00
United States of America	USA	44,430,135,222.00	48,280,498,550.60	24.60029356	0.246578657	-1.400074243	52,232,711,643.00	52,232,036,296.00	47,983,817,580.00	43,002,691,790.00	42,433,998,712.00
Uruguay	URY	7,960,907.00	15,974,498.00	16.58650413	0.602487266	-0.506688749	20,147,868.00	25,783,996.00		10,997,053.00	11,585,101.00
Uzbekistan	UZB	10,039,188.00	8,493,362.25	15.9547955	0.70385565	-0.351181987	1,837,484.00	9,816,002.00	7,986,958.00	9,724,048.00	
Vanuatu	VUT		794,987.33	13.58608146	0.689613076	-0.371624598	420,627.00	735,540.00		1,004,376.00	
Venezuela	VEN	12,120,109.00	24,460,566.00	17.01257283	0.33570653	-1.091517924		55,853,358.00	24,469,618.00	26,142,628.00	14,619,280.00
Vietnam	VNM	62,253,325.00	43,198,771.75	17.58132262	0.224591753	-1.493470955	54,762,488.00	80,445,218.00		90,756,592.00	103,079,752.00
Yemen	YEM		2,836,757.75	14.85817232	0.445540368	-0.808467424					

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	AverageOperatingExpenditure	OperatingResult2000	OperatingResult2001	OperatingResult2002	OperatingResult2003	OperatingResult2004	AverageOperatingResult	NonOpResult2001	NonOpResult2002	NonOpResult2003	NonOpResult2004	AverageNonOpResult
Albania	ALB	4,477,547.25	187,342.00	561,045.00	378,860.00	553,277.00	420,131.00	492,200.00	49,240.00	6,314.00	(142,490.00)	(28,918.67)	
Algeria	DZA	80,657.00		3,483,148.00			3,483,148.00						
Angola	AGO	1,187,649.50	7,700.00	(1,385,563.00)	(465,428.00)	(903,994.00)	(709,470.00)	(866,113.75)	1,566,899.00	604,848.00	40,608.00	(350,923.00)	465,358.00
Antigua and Barbuda	ATG	1,744,858.00			(290,608.00)		(290,608.00)						
Argentina	ARG	221,430,702.40	(70,797,690.00)	6,178,648.00	(11,491,688.00)	6,708,681.00	17,138,764.00	6,104,452,657.00	(46,173,075.00)	(5,739,087.00)			(25,956,081.00)
Armenia	ARM	2,771,179.00	428,522.00		48,248.00	293,302.00	450,384.00	305,114.00		51,620.00		(494,460.00)	(204,867.33)
Australia	AUS	1,566,995,884.80	58,423,335.00	176,255,485.00	169,598,827.00	246,696,747.00	270,713,576.00	184,337,594.00			(13,525,926.00)	(9,329,762.00)	(11,427,844.00)
Austria	AUT	1,246,234,770.80	(63,139,363.00)	16,488,693.00	8,534,233.00	39,570,343.00	75,910,180.00	15,472,817.20	14,036,009.00	5,916,761.00	5,182,383.00	(22,421,010.00)	678,535.75
Azerbaijan	AZE	3,873,181.20	645,283.00	1,263,413.00	1,520,990.00	1,825,990.00	1,808,529.00	1,372,828.20					999,846.00
Bangladesh	BGD	24,510,798.00			(10,409,344.00)	(10,409,344.00)	(10,409,344.00)	(10,409,344.00)					
Bahamas	BHS	4,902,536.25	577,404.00		(346,451.00)	(319,046.00)	(1,416,613.00)	(376,175.50)		13,240.00			13,240.00
Bahrain	BHR	6,934,185.67			2,381,421.00	540,306.00	561,748.00	1,161,158.33					
Barbados	BRB	6,915,619.50			(1,332,691.00)	(361,909.00)	(847,300.00)						
Belarus	BLR	43,010,751.80	(455,304.00)	(3,863,705.00)	(664,144.00)	(1,708,372.00)	(373,884.00)	(1,413,081.80)	4,667,001.00	1,040,502.00	1,958,236.00	1,426,693.00	2,273,108.00
Belgium	BEL	1,535,282,445.00		16,559,717.00	(31,411,260.00)	(34,230,426.00)	62,921,820.00	3,459,962.75	10,370,391.00	(4,941,702.00)	(20,289,524.00)	(34,720,840.00)	(12,395,418.75)
Belize	BLZ	774,980.00		319,122.00		419,505.00		369,313.50					
Benin	BEN	4,518,750.75	(1,120,921.00)		(1,517,759.00)	(2,068,494.00)	(2,405,460.00)	(1,778,158.50)		189,936.00	72,081.00	61,110.00	107,709.00
Bhutan	BTN												
Bolivia	BOL	5,252,173.80	(1,251,932.00)	(1,368,092.00)	(1,085,019.00)	(304,240.00)		(1,252,576.00)	123,533.00	2,440,331.00	(247,119.00)	(246,381.00)	517,591.00
Bosnia and Herzegovina	BIH	28,121,048.00	(11,504,274.00)	(8,165,766.00)	3,045,741.00	471,877.00	(1,333,764.00)	(3,497,237.20)		(1,081,230.00)	(1,020,106.00)	5,256,865.00	1,051,843.00
Botswana	BWA	7,105,228.40	(661,541.00)	269,272.00	(58,529.00)	(168,536.00)		(127,175.60)	332,612.00	416,650.00	112,676.00	314,189.75	394,821.00
Brazil	BRA	1,295,381,016.40	(55,867,837.00)	529,965,506.00	381,213,724.00	(44,258,464.00)	67,408,860.00	175,692,357.80	(356,195,816.00)	(238,031,592.00)	145,737,886.00	73,000,401.00	(93,872,280.25)
Bulgaria	BGR	37,895,205.67	446,579.00	909,325.00		4,189,238.00	1,848,380.67	(172,159.00)					(172,159.00)
Burkina Faso	BFA	6,581,625.75	179,327.00		(525,895.00)	(567,684.00)	82,240.00	(208,003.00)		31,460.00	49,150.00	145,205.00	75,271.67
Burundi	BDI	835,505.80	25,700.00	(115,571.00)		2,781.00	49,082.00	37,809.00			15,087.00		5,495.50
Cambodia	KHM	908,161.00	385,492.00						(4,096.00)				
Cameroon	CMR	6,279,790.33		(655,349.00)	(409,054.00)	(2,962,255.00)		(1,342,219.33)					
Cape Verde	CPV	2,292,063.00	(951,735.00)	(3,350.00)	(117,622.00)	(1,963,095.00)	(352,452.00)		115,742.00	154,713.00	196,217.00	222,462.00	172,283.50
Central African Rep.	CAF	811,311.00		209,570.00				209,570.00		(15,142.00)			(15,142.00)
Chad	TCD												
Chile	CHL	61,170,400.40	(481,677.00)	3,164,054.00	962,323.00	4,122,645.00	4,652,697.00	2,484,008.00	(740,296.00)	(14,601,183.00)	(1,553,712.00)	(477,303.00)	(4,343,123.50)
China	CHN	4,554,998,792.25	(1,038,786,429.00)	80,826,211.00	8,904,134.00	4,342,665.00	(4,342,665.00)	(236,178,354.75)					
Colombia	COL	34,534,024.25		(23,497,635.00)	9,554,095.00	7,915,046.00	(2,064,970.00)	(2,023,366.00)	2,665,048.00	(10,533,053.00)	(9,096,401.00)	(2,864,187.00)	(4,957,148.25)
Congo, Dem. Rep.	ZAR	12,225,993.50	11,412.00	(2,654,259.00)		(5,627,967.00)		(5,627,967.00)					(2,739,154.00)
Congo, Rep.	COG												
Costa Rica	CRI	7,580,203.75		(953,484.00)	669,095.00	(155,135.00)	14,040.00	(106,371.00)	1,149,450.00	1,166,859.00	671,061.00	508,263.00	873,908.25
Cote d'Ivoire	CIV	11,425,175.00	(1,388,097.00)				(2,677,848.00)	(2,032,972.50)					
Croatia	HRV	153,242,396.60	(15,838,201.00)	7,265,657.00	9,588,398.00	(1,776,790.00)	(22,273,772.00)	(4,606,941.60)		1,572,853.00	2,425,775.00	6,883,952.00	3,627,526.67
Cyprus	CYP	14,544,784.00		4,960,536.00	7,441,819.00	5,994,423.00	6,971,318.00	6,381,017.20					
Czech Rep.	CZE	30,078,714.20	(3,942,152.00)	14,113,018.00	9,479,025.00	22,950,211.00	13,770,679.00	11,274,156.20	2,193,030.00	3,204,090.00	1,084,547.00	2,417,672.00	2,224,834.75
Denmark	DNK	1,008,417,195.25		115,158,970.00	146,032,405.00	177,228,058.00	213,755,741.00	163,043,793.50	(130,961,393.00)	(140,631,491.00)	(124,590,534.00)	(115,298,551.00)	(127,870,492.25)
Djibouti	DJI	1,539,119.00		(460,905.00)		(538,461.00)		(265,983.00)					168,739.50
Dominican Republic	DOM	5,849,997.50	(931,264.00)	(2,611,405.00)				(1,171,334.50)					
Ecuador	ECU	5,121,870.60	91,677.00	175,942.00	586,247.00	1,425,361.00	1,100,159.00	675,877.20					
Egypt	EGY	294,938,487.00	4,648,933.00	4,803,162.00	7,518,110.00	7,495,059.00	13,985,675.00	7,690,187.00					
El Salvador	SLV	4,097,441.40	(2,079,244.00)	(3,420,235.00)	(930,569.00)		(3,228,437.00)	(2,062,201.60)					
Entrea	ERI	338,155.80	39,664.00	32,882.00	85,359.00	24,007.00	67,876.00	49,957.60		17,764.00	47,264.00		32,514.00
Estonia	EST	30,261,120.80	(68,524.00)	1,484,447.00	1,952,428.00	1,737,934.00	2,050,182.00	1,431,293.40	(264,541.00)	(276,544.00)	(235,249.00)	(183,385.00)	(239,929.75)
Ethiopia	ETH	2,678,100.00	258,364.00	(132,332.00)	609,725.00	1,310,262.00	801,916.00	569,587.00		213,402.00	(241,858.00)		(14,228.00)
Fiji	FJI	10,640,473.20	(163,567.00)	573,457.00	416,072.00	473,250.00	667,006.00	339,243.60		51,975.00			51,975.00
Finland	FIN	870,348,008.50	55,779,000.00		42,965,134.00	62,843,434.00	83,497,053.00	61,221,155.25	1,851,280.00	1,784,955.00		5,174,712.00	2,936,982.33
France	FRA	12,448,702,074.20	(147,306,993.00)	97,475,456.00	(27,769,207.00)	119,847,004.00	458,707,550.00	100,190,762.00	(19,635,344.00)	(139,617,402.00)	524,436,889.00		121,728,047.67
French Polynesia	PYF	7,057,857.00		1,531,012.00				1,531,012.00					
Gabon	GAB	17,818,166.00	(15,337,129.00)		(14,062,369.00)	(13,924,758.00)	(15,854,797.00)	(14,794,763.25)					
Georgia	GEO	1,776,087.20	4,185.00	(20,145.00)		(536,399.00)	4,897.00	(97,389.40)	1,040.00		6,036.00	(52,445.00)	(11,342.25)
Germany	DEU	29,378,302,210.60	(1,447,625,579.00)	1,790,322,581.00	1,867,479,173.00	2,528,686,783.00	2,935,552,905.00	1,534,883,172.60					
Ghana	GHA	7,138,038.00	200,829.00	208,829.00	285,546.00	283,883.00	17,851.00	199,409.60	150,441.00	100,586.00	103,056.00	125,678.00	119,940.25
Greece	GRC	324,119,116.80	4,699,013.00	6,364,835.00	45,688,909.00	17,820,286.00	13,288,164.00	17,572,241.40	4,526,722.00	(30,948,331.00)	3,573,306.00	2,776,585.00	(5,017,929.50)
Grenada	GRD	1,002,811.00		196,759.00		48,843.00		87,269.40					161,121.00
Guatemala	GTM	3,417,645.75		(963,634.00)	(1,173,500.00)	(1,173,500.00)	(63,656.00)	(838,108.00)	1,188,751.00	1,417,901.00	921,803.00	1,176,151.67	(10,454.00)
Guinea	GIN	752,125.00	54,596.00	(75,630.00)	25,768.00	(52,669.00)		(11,983.75)		(26,445.00)	5,537.00		
Guinea-Bissau	GNB	45,222.00						43,172.00					
Guyana	GUY	1,602,888.00			(258,437.00)		(258,437.00)				405,929.00		405,929.00
Haiti	HTI	514,734.00		(65,750.00)		(169,318.00)	(276,913.00)	(170,660.33)		86,055.00	76,755.00	7,610.00	56,806.67
Honduras	HND	2,231,039.00		(278,595.00)				(278,595.00)					
Hungary	HUN	415,348,559.80	(26,794,042.00)	(13,589,035.00)	(23,031,312.00)	10,874,885.00	15,496,414.00	(7,408,618.00)	16,347,189.00	(6,636,242.00)	183,253,176.00	(771,401.00)	48,048,180.50
Iceland	ISL	39,204,130.25		(1,164,208.00)	932,086.00	3,233,238.00	3,942,838.00	1,735,989.00		(234,549.00)	(42,583.00)	508,375.00	703,403.00
India	IND	75											

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	AverageOperatingExpenditure	OperatingResult2000	OperatingResult2001	OperatingResult2002	OperatingResult2003	OperatingResult2004	AverageOperatingResult	NonOpResult2001	NonOpResult2002	NonOpResult2003	NonOpResult2004	AverageNonOpResult
Mali	MLI	1,878,728.67	121,169.00	(130,221.00)			(842,160.00)	(283,737.33)				(16,154.00)	(16,154.00)
Malta	MLT	11,494,663.00	570,080.00	164,755.00	(454,344.00)	3,369,882.00	2,948,946.00	1,319,863.80	973,428.00	(183,364.00)	(2,829,839.00)	(2,676,497.00)	(1,179,068.00)
Mauritius	MUS	4,754,648.25		284,091.00		308,527.00	(2,089,460.00)	(1,128,867.00)				(656,427.25)	
Mexico	MEX	169,776,533.60	(56,780,872.00)	(63,807,771.00)	(34,311,524.00)	24,068,003.00	1,032,393.00	(35,587,155.40)					
Moldova	MDA	4,454,778.80	(179,563.00)	(401,870.00)	(113,277.00)	(364,097.00)	(353,867.00)	(282,534.80)	402,057.00	159,977.00	417,271.00	416,857.00	349,040.50
Mongolia	MNG	1,490,035.50	(113,203.00)	403,559.00		317,281.00	410,660.00	254,574.25				(186,431.00)	(86,889.50)
Morocco	MAR	72,980,814.00	3,723,010.00	12,626,570.00	9,409,749.00	16,377,164.00	14,419,107.00	11,311,120.00	198,078.00	(3,897,347.00)	(9,893,559.00)	(1,100,984.00)	(3,673,453.00)
Mozambique	MOZ	1,644,174.60	(263,592.00)	(77,830.00)	(61,339.00)	(28,528.00)	120,887.00	(62,080.40)	31,835.00	35,428.00	77,973.00	(98,583.00)	11,663.25
Namibia	NAM	12,919,187.00	(560,284.00)	(569,077.00)	8,085,900.00	505,836.00	(380,697.00)	1,416,335.60	676,332.00	(6,603,214.00)	(1,357,983.00)	2,277,403.00	(1,251,865.50)
Nepal	NPL												
Netherlands	NLD	2,438,832,750.80	398,712,925.00	547,685,835.00	620,178,957.00	696,982,575.00	758,665,450.00	604,445,148.40				(28,066,236.00)	(28,066,236.00)
New Caledonia	NCL	17,206,342.67	(3,816,171.00)	2,290,561.00	97,724.00			(475,962.00)		97,724.00			97,724.00
New Zealand	NZL	456,309,647.00					30,022,806.00	30,022,806.00					
Nicaragua	NIC	3,087,428.33	(281,559.00)	(154,001.00)	(316,230.00)			(250,596.67)	84,948.00				84,948.00
Niger	NER	2,697,974.80	(587,589.00)	(721,837.00)	(393,946.00)	(516,081.00)	(932,166.00)	(630,323.80)		11,760.00	4,582,193.00	(7,361.00)	1,146,648.00
Nigeria	NGA	26,449,013.80	(4,579,678.00)	(24,088,985.00)	(19,929,738.00)	(11,762,852.00)	(11,244,903.00)	(14,321,231.20)				(4,227,201.00)	(4,227,201.00)
Norway	NOR	1,507,444,696.80	(191,433,627.00)	53,421,162.00	(3,484,688.00)	51,580,146.00	146,158,931.00	11,249,384.80	(11,037,430.00)	(7,708,553.00)	(5,641,578.00)	(31,236,008.00)	(13,905,892.25)
Oman	OMN	8,820,655.00	(1,183,176.00)					(1,183,176.00)					
Pakistan	PAK	42,592,895.60	2,920,206.00	3,530,651.00	3,024,039.00	78,029.00	1,443,912.00	2,199,367.40					
Panama	PAN	5,837,971.67		282,440.00		(528,922.00)	240,902.00	(1,860.00)	302,124.00				302,124.00
Papua New Guinea	PNG	4,063,828.00				353,968.00		353,968.00			119,750.00		119,750.00
Paraguay	PRY	2,333,747.20	(1,961,736.00)	(1,667,263.00)	(18,716.00)	213,471.00	(825,194.00)	(851,887.60)					
Peru	PER	12,161,620.40	1,328,290.00	485,593.00	2,403,973.00	(132,177.00)	(52,617.00)	806,612.40	(854,958.00)	(2,288,150.00)	249,496.00	118,490.00	(693,780.50)
Philippines	PHL	47,558,703.75		(6,502,964.00)	(5,915,033.00)	(5,461,768.00)	(327,936.00)	(4,551,925.25)	3,551,772.00	1,300,653.00	2,313,077.00	1,465,311.00	2,157,703.25
Poland	POL	1,062,126,862.00	(8,474,038.00)	4,761,004.00	7,174,485.00	32,692,212.00	28,374,109.00	12,905,554.40	14,808.00	6,851,987.00	7,994,031.00	4,039,233.00	4,725,014.75
Portugal	PRT	494,137,208.60	(26,061,472.00)	(8,291,725.00)	(47,058,778.00)	45,234,169.00	41,191,587.00	1,002,756.20	10,264,376.00	2,494,600.00	22,181,045.00	13,614,756.00	12,138,694.25
Romania	ROM	102,565,002.20	26,022,548.00	2,736,876.00	1,835,087.00	(1,893,420.00)	(1,236,169.00)	5,492,984.40	8,206,717.00	8,016,353.00	2,411,885.00	1,916,864.00	5,137,954.75
Russian Federation	RUS	672,126,026.80	13,845,053.00	19,958,921.00	14,768,545.00	25,823,195.00	22,903,420.00	19,459,826.80	(6,436,488.00)				(6,436,488.00)
Rwanda	RWA	1,148,191.00	30,926.00					30,926.00					
Samoa	WSM	383,562.00				(58,338.00)		(58,338.00)					
Saudi Arabia	SAU	154,834,611.00	(72,857,319.00)					(72,857,319.00)					
Senegal	SEN												
Serbia and Montenegro	YUG	94,128,599.00	3,982,760.00	16,776,428.00	14,791,114.00	(10,174,465.00)	(3,115,524.00)	4,452,062.60	(12,926,411.00)	(7,941,242.00)	21,419,405.00	51,184,442.00	12,934,048.50
Seychelles	SYC	698,815.20	494,434.00	397,202.00	365,122.00	275,138.00	464,437.00	399,266.60					
Sierra Leone	SLE	424,817.00		14,199.00	(56,750.00)			(21,275.50)					240,144.00
Singapore	SGP	103,765,415.40	48,517,730.00	53,305,821.00	47,441,545.00	44,316,069.00	44,873,685.00	47,690,970.00	12,036,798.00	9,742,460.00	8,704,942.00	11,206,006.00	10,422,551.50
Slovakia	SVK	113,097,309.40	1,452,318.00	5,900,148.00	3,345,637.00	3,044,224.00	10,367,552.00	4,821,975.80	180,151.00	814,973.00	792,449.00	(239,973.00)	386,900.00
Slovenia	SVN	129,930,877.20	(14,434,309.00)	372,751.00	4,417,381.00	8,392,633.00	8,397,589.00	1,429,209.00	296,254.00	(5,654,181.00)	(457,042.00)	(6,800,479.00)	(3,153,862.00)
Solomon Islands	SLB	439,926.00				34,227.00		34,227.00					
Spain	ESP	1,225,364,748.00	(143,253,439.00)	14,617,292.00	118,776,479.00	122,538,887.00	165,743,853.00	55,684,614.40	3,536,067.00	(54,965,030.00)	35,576,711.00	(36,022,120.00)	(12,968,593.00)
Sri Lanka	LKA	21,778,664.40	(7,373,277.00)	(6,429,416.00)	(5,275,702.00)	(4,053,162.00)	(5,977,120.00)	(5,821,735.40)				1,719,611.00	1,719,611.00
St. Lucia	LCA	836,438.75	584,640.00		360,795.00	506,229.00	238,487.00	422,537.75					
Sudan	SDN												
Suriname	SUR	1,557,661.00		12,273.00				12,273.00		(50,531.00)			(50,531.00)
Swaziland	SWZ	2,247,549.75		(159,982.00)	(258,282.00)	90,227.00	(52,199.00)	(95,059.00)				(54,285.00)	(172,785.00)
Switzerland	CHE	3,342,238,817.80	69,880,874.00	92,509,132.00	106,608,677.00	189,880,305.00	476,840,788.00	187,143,955.20	(474,406.00)	7,955,871.00	9,793,254.00	1,138,045.00	4,603,191.00
Syrian Arab Rep.	SYR	30,352,268.67	(1,533,750.00)	(11,190,104.00)	(12,900,811.00)	(12,900,811.00)	(8,571,555.00)	(8,571,555.00)			13,569,701.00		13,569,701.00
Tajikistan	TJK	405,741.50		(47,485.00)	(89,791.00)	(47,485.00)	(81,197.00)	(81,197.00)					47,833.50
Tanzania	TZA	7,521,938.40	764,968.00	1,101,081.00	1,613,988.00	6,778,397.00	1,732,863.00	2,398,259.00	38,129.00	57,072.00	41,480.00	54,653.00	47,833.50
Thailand	THA	154,086,371.00	(56,926,870.00)	(28,121,127.00)	(31,083,440.00)	(2,769,770.00)	10,490,917.00	(21,682,056.00)	1,210,891.00	(1,506,330.00)	(6,517,213.00)	(1,539,087.00)	(2,544,955.75)
Togo	TGO	4,283,089.20	(1,273,843.00)	84,657.00		(180,206.00)	(115,713.00)	(308,778.40)		(680.00)	(12,900.00)		(2,098.25)
Trinidad and Tobago	TTO	9,095,104.00	(1,059,967.00)	(1,098,371.00)		(235,646.00)	(608,094.00)	(750,519.50)		(184,762.00)			(184,762.00)
Tunisia	TUN	76,833,411.00		(2,358,528.00)		(6,192,957.00)	(4,761,489.00)	(4,437,658.00)	1,413,059.00	1,404,054.00	4,257,188.00	4,257,188.00	2,358,100.33
Turkey	TUR	291,968,353.80	60,619,927.00	(20,258,778.00)	(24,390,351.00)	(17,160,535.00)	1,960,567.00	154,166.00	57,964,852.00	29,310,364.00	28,190,181.00	34,551,476.00	37,504,218.25
Turkmenistan	TKM	4,096,038.75		631,536.00		(36,042.00)	586,124.00	427,972.50	267,394.00	292,096.00			279,745.00
Uganda	UGA	3,742,462.50	(381,537.00)				310,064.00	(35,736.50)					
Ukraine	UKR	131,564,165.20	2,418,687.00	9,330,510.00	3,818,056.00	2,882,839.00	(607,819.00)	3,568,454.60	1,012,795.00	(581,695.00)	171,665.00	7,105,215.00	1,926,995.00
United Arab Emirates	ARE	33,577,267.50	8,526,618.00	12,941,737.00			10,734,177.50	5,409,616.00					5,409,616.00
United Kingdom	GBR	10,460,780,667.60	(374,527,546.00)	(1,316,822,085.00)	(803,841,366.00)	85,270,945.00	453,912,351.00	(391,201,540.20)		79,435,651.00	40,833,974.00	(196,488,086.00)	(25,406,153.67)
United States of America	USA	47,577,051,202.20	(2,651,009,287.00)	154,372,563.00	904,008,827.00	3,113,728,129.00	1,996,136,510.00	703,447,348.40	(1,491,207,130.00)	(1,367,414,491.00)	(510,767,160.00)	(51,513,200.00)	(855,225,495.25)
Uruguay	URY	17,128,504.50	2,744,192.00	(3,335,062.00)		(400,963.00)	(3,624,194.00)	(1,154,006.75)	(267,239.00)				(1,073,313.67)
Uzbekistan	UZB	7,343,623.00	3,639,262.00	403,215.00		241,339.00	315,140.00	1,149,739.00			223,184.00		244,603.33
Vanuatu	VUT	720,181.00	(5,194.00)	66,970.00		162,642.00		74,806.00		(14,061.00)	(57,743.00)		(35,902.00)
Venezuela	VEN	30,271,221.00		(13,570,739.00)	(11,596,015.00)	(16,128,923.00)	(2,499,171.00)	(10,948,712.00)	12,398,443.00	(1,892,727.00)	(1,470,783.00)	12,365,923.00	5,350,214.00
Vietnam	VNM	82,261,012.50	(30,241,672.00)	(49,480									

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	ResultBeforeTax2002	ResultBeforeTax2003	ResultBeforeTax2004	AverageResultBeforeTaxes	NetResult2001	NetResult2002	NetResult2003	NetResult2004	AverageNetResult	NT/OperatingIncome4yrs	NT/OperatingIncome2yrs	PercentIncomeLetter2001
Albania	ALB		385,174.00	410,788.00	397,981.00	448,937.00		259,519.00	312,087.00	340,181.00		6.95%	98.00
Algeria	DZA												23.00
Angola	AGO	139,420.00	(863,386.00)	(1,060,393.00)	(594,786.33)	181,336.00	87,777.00			134,556.50	41.85%	0.00%	12.74
Antigua and Barbuda	ATG												
Argentina	ARG	(17,230,775.00)	6,708,681.00	17,138,764.00	2,205,556.67	(39,994,427.00)	(17,230,775.00)	6,708,681.00	17,138,764.00	(8,344,439.25)	-3.96%	10.19%	89.00
Armenia	ARM	99,868.00	121,541.00	(44,076.00)	59,111.00		79,901.00	77,340.00	(111,221.00)	15,340.00		0.50%	-0.49%
Australia	AUS		233,170,820.00	261,383,814.00	247,277,317.00			166,954,345.00	186,143,799.00	176,549,072.00		10.08%	8.65%
Austria	AUT	14,450,994.00	44,752,726.00	53,489,170.00	37,564,296.67	30,524,702.00	14,445,595.00	27,552,908.00	41,426,461.00	28,487,416.50		2.26%	77.00
Azerbaijan	AZE	1,520,926.00	2,825,835.00		2,173,380.50			754,433.00		754,433.00		14.38%	6.62%
Bangladesh	BGD	(10,409,344.00)			(10,409,344.00)		(10,409,344.00)			(10,409,344.00)		-74.89%	2.44%
Bahamas	BHS	(333,211.00)		(1,416,613.00)	(874,912.00)		(333,211.00)		(1,416,613.00)	(874,912.00)		-19.33%	-16.91%
Bahrain	BHR				2,779,569.00					2,779,569.00		32.78%	0.00%
Barbados	BRB												
Belarus	BLR	376,358.00	249,863.00	1,052,809.00	559,676.67	803,296.00	18,465.00	(193,804.00)	332,044.00	240,000.25	0.58%	0.13%	33.60
Belgium	BEL	(36,352,962.00)	(54,519,950.00)	28,200,980.00	(20,890,644.00)	26,930,108.00	(36,352,962.00)	(54,693,927.00)	28,078,557.00	(9,009,556.00)	-6.60%	-0.78%	
Belize	BLZ					319,122.00				319,122.00		28.80%	0.00%
Benin	BEN	(1,327,823.00)	(1,996,413.00)	(2,344,350.00)	(1,889,528.67)		(1,327,823.00)	(1,996,413.00)	(2,344,350.00)	(1,889,528.67)		-68.95%	-78.04%
Bhutan	BTN												
Bolivia	BOL	186,735.00		(550,622.00)	(565,341.67)	(1,244,559.00)		162,459.00		(544,240.67)		-13.61%	-8.35%
Bosnia and Herzegovina	BIH	1,964,511.00	(548,229.00)	3,923,101.00	1,779,794.33	1,375,000.00	(548,229.00)	2,746,171.00	1,190,980.67	4,844,000.00		4.84%	3.31%
Botswana	BWA	4,000,506.00	54,147.00	225,885.00	226,846.00	288,431.00	400,506.00	54,147.00	225,885.00	242,242.25		3.47%	37.25
Brazil	BRA	143,182,131.00	101,479,422.00	140,409,261.00	128,356,938.00	173,769,690.00	84,527,417.00	67,150,573.00	76,905,830.00	100,588,377.50		6.84%	44.00
Bulgaria	BGR			4,189,238.00	4,189,238.00			3,227,354.00		3,227,354.00		8.12%	26.00
Burkina Faso	BFA	(494,435.00)	(518,534.00)	227,445.00	(261,841.33)		(520,688.00)		191,339.00	(164,674.50)		-2.58%	1.40%
Burundi	BDI		64,169.00		64,169.00	(119,666.00)		50,886.00		(34,390.00)		-4.12%	44.00
Cambodia	KHM												60.42
Cameroon	CMR	(409,054.00)			(409,054.00)	(655,435.00)	(409,054.00)			(532,244.50)		-10.78%	55.00
Cape Verde	CPV	37,091.00	33,122.00	(129,990.00)	(19,925.67)	112,392.00	20,379.00	25,195.00	(129,990.00)	6,994.00	0.35%	-2.22%	
Central African Rep.	CAF												95.20
Chad	TCD												
Chile	CHL	(13,638,860.00)	2,568,933.00	4,175,394.00	(2,298,177.67)	2,423,757.00	(6,367,335.00)	1,094,015.00	1,777,992.00	(267,892.75)		-0.42%	90.60
China	CHN		4,342,665.00		4,342,665.00			697,623.00		697,623.00		0.02%	22.00
Colombia	COL	(978,958.00)	(1,181,365.00)	(4,929,157.00)	(2,363,156.67)	(20,832,586.00)	(978,958.00)	(1,181,365.00)	(4,929,157.00)	(6,686,470.50)		-20.16%	64.84
Congo, Dem. Rep.	ZAR				(8,367,121.00)	(2,654,259.00)		(8,367,121.00)		(5,510,690.00)		-54.33%	26.00
Congo, Rep.	COG												
Costa Rica	CRI	1,835,954.00	515,926.00	522,303.00	958,061.00	195,965.00	1,511,242.00	515,926.00	488,606.00	677,934.75		9.07%	78.00
Cote d'Ivoire	CIV				(2,677,848.00)					(2,717,961.00)		-28.94%	49.00
Croatia	HRV	11,161,251.00	648,985.00	(15,389,820.00)	(1,193,194.67)								54.00
Cyprus	CYP												
Czech Rep.	CZE	12,683,115.00	24,034,758.00	16,188,351.00	17,635,408.00	12,706,022.00	9,578,007.00	18,349,230.00	12,800,478.00	13,358,434.25		3.50%	44.00
Denmark	DNK	5,400,914.00	52,637,524.00	98,457,190.00	52,165,209.33	(15,802,422.00)	10,970,918.00	33,547,950.00	64,303,380.00	23,004,956.50		1.98%	3.86%
Djibouti	DJI	(527,272.00)	(134,615.00)	(265,983.00)	(309,290.00)		(527,272.00)	(134,615.00)	(265,983.00)	(309,290.00)		-27.68%	-20.06%
Dominican Republic	DOM					(2,611,405.00)				(2,611,405.00)		-64.03%	42.00
Ecuador	ECU	586,247.00	1,425,361.00	1,100,159.00	1,037,255.67		586,247.00	1,425,361.00	1,100,159.00	1,037,255.67		17.89%	95.12
Egypt	EGY												31.00
El Salvador	SLV												70.00
Eritrea	ERI	103,123.00	71,271.00	67,876.00	80,756.67	32,882.00	68,726.00	46,454.00	44,798.00	48,215.00		12.42%	10.75%
Estonia	EST	1,675,884.00	1,502,684.00	1,866,798.00	1,681,788.67	1,219,906.00	1,675,884.00	1,290,672.00	1,645,074.00	1,457,884.00		4.60%	53.30
Ethiopia	ETH	823,126.00	1,068,404.00	801,916.00	897,815.33		539,214.00	694,499.00	559,488.00	597,733.67		18.40%	37.80
Fiji	FJI	416,072.00	525,226.00	667,006.00	536,101.33	573,457.00	365,811.00	411,896.00	667,006.00	504,792.50		4.57%	32.00
Finland	FIN	44,816,415.00	64,428,389.00	88,671,765.00	65,972,189.67		28,232,027.00	39,779,006.00	61,044,064.00	43,018,365.67		4.82%	
France	FRA	(167,386,609.00)	644,283,893.00		238,448,642.00	101,683,029.00	(142,702,869.00)	658,733,532.00	328,024,137.00	236,434,457.25		1.88%	3.31%
French Polynesia	PYF												83.20
Gabon	GAB	(14,062,369.00)	(13,924,758.00)	(15,854,797.00)	(14,613,974.67)		(14,062,369.00)	(13,924,758.00)	(15,854,797.00)	(14,613,974.67)		-483.36%	-516.75%
Georgia	GEO	60,515.00	(47,549.00)		(172,466.00)		(19,105.00)	(47,549.00)	(530,364.00)	(137,151.50)		-8.17%	-17.82%
Germany	DEU					1,117,110,799.00	1,226,473,311.00	1,140,671,483.00	1,512,945,552.00	1,249,300,286.25		4.04%	33.60
Ghana	GHA	386,133.00	386,939.00	143,529.00	305,533.67	359,270.00	222,353.00	293,260.00	97,149.00	243,008.00		2.37%	90.19
Greece	GRC	14,740,578.00	21,393,592.00	16,064,749.00	17,399,639.67			14,188,932.00	14,188,932.00	14,188,932.00		-1.15%	1.68%
Greenland	GRD	466,707.00	67,961.00		267,334.00		389,595.00	50,790.00	220,192.50	2,629.00		20.20%	2.62%
Guatemala	GTM	266,259.00	(251,697.00)	(63,656.00)	(16,364.67)	225,117.00	186,568.00	(251,697.00)	(63,656.00)	24,083.00		0.93%	-5.33%
Guinea	GIN	(677.00)	(47,132.00)		(23,904.50)			(47,132.00)		(47,132.00)		-6.37%	-10.71%
Guinea-Bissau	GNB												
Guyana	GUY		147,492.00		147,492.00			95,870.00		95,870.00		7.13%	7.13%
Haiti	HTI	20,306.00	(92,563.00)	(269,303.00)	(113,853.33)		31,370.00	(92,563.00)	(200,816.00)	(87,336.33)		-21.91%	-40.69%
Honduras	HND		(278,595.00)		(278,595.00)			(278,595.00)		(278,595.00)		-14.27%	-14.27%
Hungary	HUN	(29,667,554.00)	194,128,061.00	14,725,014.00	59,728,507.00	2,758,154.00	(29,667,554.00)	16,250,402.00	(3,552,999.33)	1,599.00		-0.87%	46.80
Iceland	ISL	889,503.00	3,741,613.00	4,646,241.00	3,092,452.33	(1,398,756.00)	1,076,696.00	3,054,631.00	3,747,096.00	1,619,916.75		3.96%	67.30
India	IND												34.27
Indonesia	IDN		213,040.00	(702,760.00)	(244,860.00)		(837,159.00)			(837,159.00)		-1.01%	-0.49%
Iran, Islamic Rep.	IRN	(19,243,293.00)	(18,769,599.00)	(12,362,449.00)	(16,791,780.33)	(33,257,780.00)	(19,243,293.00)	(18,769,599.00)	(12,362,449.00)	(20,908,463.25)		-19.61%	-19.39%
Ireland	IRL	(54,205,492.00)	6,139,489.00		(24,435,090.67)	(4,698,457.00)	(54,357,451.00)	(27,240,969.00)	5,700,954.00	(10,148,980.75)		-3.82%	-1.71%
Israel	ISR	(73,081,366.00)			(73,081,366.00)	740,220.00	(73,081,366.00)			(36,170,573.00)		-12.97%	56.00
Italy	ITA	213,906,202.00	491,991,500.00	492,824,691.00	399,574,131.00	75,420,056.00	34,731,564.00	47,182,320.00	188,942,780.00	86,569,180.00		1.45%	53.04
Jamaica	JAM												
Japan	JPN	(137,971,764.00)	165,420,170.00	175,245,941.00	67,564,782.33	(137,971,764.00)	165,420,170.00	175,245,941.00	67,564,782.33	67,564,782.33		0.38%	1.40%
Jordan	JOR		(2,552,696.00)		(2,552,696.00)	(3,593,745.00)		2,149,803.00	(2,552,696.00)	(1,332,212.67)		-19.68%	-33.00
Kazakhstan	KAZ	687,435.00	831,188.00	1,166,274.00	894,965.67		613,046.00	614,218.00	786,443.00	671,235.67		2.95%	2.66%
Kenya	KEN	113,160.00	192,326.00	(981,750.00)	(225,421.33)	(405,802.00)	16,453.00	33,203.00	(981,750.00)	(334,474.00)		-1.42%	-2.17%
Kiribati	KIR												
Korea, Rep.	KOR	95,804,447.00	(14,737,864.00)	170,511,098.00	83,859,227.00		95,804,447.00	(14,737,864.00)	90,201,055.00	57,089,212.67		2.61%	1.74%
Kuwait	KWT												70.00
Kyrgyz Republic	KGZ	69,095.00	47,397.00	90,412.00	68,968.00	35,218.00	48,367.00	37,917.00	63,289.00	46,197.75		2.76%	21.60
Lao PDR	LAO	149,203.00	186,748.00	211,801.00	182,584.00	140,138.00		25,422.00	28,866.00	64,808.67		4.01%	42.00
Latvia	LVA	4,710,401.00	2,933,060.00										

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	ResultBeforeTax2002	ResultBeforeTax2003	ResultBeforeTax2004	AverageResultBeforeTaxes	NetResult2001	NetResult2002	NetResult2003	NetResult2004	AverageNetResult	NT/OperatingIncome4yrs	NT/OperatingIncome2yrs	PercentIncomeLetter2001
Mali	MLI			(858,314.00)	(858,314.00)								71.00
Malta	MLT	(637,709.00)	540,043.00	272,449.00	58,261.00	(973,436.00)	(325,228.00)	290,425.00	81,484.00	(231,688.75)	-1.81%	1.30%	83.60
Mauritius	MUS	308,527.00	(2,089,468.00)	(1,128,867.00)	(969,933.33)	284,091.00	308,527.00			296,309.00	7.25%	0.00%	70.00
Mexico	MEX	(34,311,524.00)	(24,068,003.00)	1,032,393.00	(19,115,711.33)	(63,807,771.00)	(34,311,524.00)	(24,068,003.00)	1,032,393.00	(30,288,726.25)	-22.57%	-8.57%	95.90
Moldova	MDA	46,700.00	53,174.00	62,990.00	54,288.00	188.00	1,715.00	3,928.00	5,958.00	2,947.25	0.07%	0.11%	37.30
Mongolia	MNG		317,281.00	224,229.00	270,755.00		212,130.00	204,773.00	179,878.00	198,927.00	11.39%	10.94%	8.52
Morocco	MAR	5,512,402.00	6,483,605.00	13,318,124.00	8,438,043.67	10,543,596.00	6,574,785.00	5,733,828.00	9,270,933.00	8,030,785.50	9.53%	7.87%	62.00
Mozambique	MQZ	(25,911.00)	49,445.00	22,304.00	15,279.33	(45,995.00)	(25,911.00)	31,941.00	22,304.00	(4,415.25)	-0.28%	1.58%	50.40
Namibia	NAM	1,482,886.00	(852,147.00)	1,896,707.00	842,415.33	107,254.00	404,214.00	(622,388.00)		(36,973.33)	-0.26%	-1.49%	43.00
Nepal	NPL												
Netherlands	NLD			730,599,214.00	730,599,214.00								
New Caledonia	NCL	195,448.00		195,448.00	195,448.00	528,591.00				528,591.00	2.79%	0.00%	60.00
New Zealand	NZL			30,022,806.00	30,022,806.00				16,884,937.00	16,884,937.00	3.47%	3.47%	
Nicaragua	NIC	(316,230.00)		(316,230.00)	(316,230.00)	(69,053.00)	(316,230.00)			(192,641.50)	-6.79%		14.75
Niger	NER	(382,187.00)	4,066,112.00	(939,527.00)	914,799.33	(721,837.00)	(382,187.00)	4,049,866.00	(957,163.00)	497,169.75	24.05%	68.69%	35.00
Nigeria	NGA	(19,929,738.00)	(15,472,104.00)	(15,472,104.00)	(17,700,921.00)	(24,088,984.00)	(19,929,738.00)			(22,009,361.00)	-181.48%	0.00%	91.60
Norway	NOR	(11,193,242.00)	45,938,567.00	114,922,923.00	49,889,416.00	42,383,732.00	(11,615,628.00)	27,603,437.00	74,945,097.00	33,329,159.50	2.19%	2.95%	56.50
Oman	OMN												
Pakistan	PAK	3,024,039.00	78,029.00	1,443,912.00	1,515,326.67	3,530,651.00				3,530,651.00	7.88%	0.00%	43.90
Panama	PAN		(528,922.00)	240,902.00	(144,010.00)			(528,922.00)	(6,842,163.00)	(3,885,542.50)	-64.65%	-62.68%	42.10
Papua New Guinea	PNG		473,718.00	473,718.00	473,718.00			473,718.00		473,718.00	10.72%	10.72%	
Paraguay	PRY	(18,716.00)	213,471.00	(825,194.00)	(210,146.33)	(18,716.00)	213,471.00	(825,194.00)	(210,146.33)	(210,146.33)	-14.18%	-18.74%	61.00
Peru	PER	115,822.00	117,319.00	65,873.00	99,671.33	(369,365.00)	115,299.00	36,910.00	8,968.00	(52,047.00)	-0.40%	0.18%	81.10
Philippines	PHL	(4,614,380.00)	(3,148,691.00)	1,137,375.00	(2,208,565.33)	(3,084,318.00)	(4,614,380.00)	(3,148,691.00)		(3,615,796.33)	-8.05%	-4.00%	
Poland	POL	14,026,473.00	40,686,243.00	32,413,342.00	29,042,019.33	9,607.00	5,524,648.00	16,503,835.00	21,954,781.00	10,998,217.25	1.02%	1.63%	50.00
Portugal	PRT	(44,564,178.00)	67,415,215.00	54,806,343.00	25,885,793.33	1,972,651.00	(25,099,506.00)	21,708,757.00	43,952,603.00	10,633,126.25	2.15%	5.89%	80.60
Romania	ROM	9,851,440.00	518,465.00	680,696.00	3,683,533.67	8,611,296.00	7,394,097.00	76,109.00	42,076.00	4,030,894.50	3.73%	0.05%	15.56
Russian Federation	RUS					13,540,913.00	3,024,033.00			8,282,473.00	1.20%	0.00%	28.40
Rwanda	RWA												
Samoa	WSM												
Saudi Arabia	SAU												83.00
Senegal	SEN												45.00
Serbia and Montenegro	YUG	6,849,872.00	11,244,941.00	48,068,918.00	22,054,577.00	3,850,017.00	5,261,503.00	11,252,282.00	48,068,918.00	17,108,180.00	17.35%	24.77%	
Seychelles	SYC	365,122.00	275,138.00	464,437.00	368,232.33	397,202.00		275,138.00		336,170.00	30.61%	13.61%	
Sierra Leone	SLE	423,539.00			423,539.00	14,199.00		423,539.00		218,869.00	50.47%		91.30
Singapore	SGP	57,184,005.00	53,021,011.00	56,079,691.00	55,428,235.67	65,342,619.00	43,205,693.00	41,150,635.00	49,899,649.00	49,899,649.00	32.95%	14.01%	87.00
Slovakia	SVK	4,160,610.00	3,836,673.00	10,127,579.00	6,041,620.67	4,045,920.00	3,118,611.00	1,978,204.00	8,360,389.00	4,375,781.00	3.71%	3.33%	47.00
Slovenia	SVN	(1,236,799.00)	7,935,591.00	1,597,110.00	2,765,300.67	669,005.00	(1,236,799.00)		1,393,128.00	275,111.33	0.22%	0.45%	55.00
Solomon Islands	SLB		34,227.00		34,227.00								
Spain	ESP	63,811,449.00	158,115,597.00	129,721,733.00	117,216,259.67	18,153,359.00	28,157,300.00	98,328,942.00	70,546,577.00	53,796,544.50	4.20%	5.37%	91.94
Sri Lanka	LKA	(3,556,092.00)			(3,556,092.00)								55.00
St. Lucia	LCA												
Sudan	SDN												18.00
Suriname	SUR	(38,257.00)			(38,257.00)								69.00
Swaziland	SWZ	(258,282.00)	35,942.00	(224,984.00)	(149,108.00)		(258,282.00)	35,942.00	(224,984.00)	(149,108.00)	-7.34%	-3.42%	49.00
Switzerland	CHE	114,564,549.00	199,673,558.00	477,978,832.00	264,072,313.00	92,034,727.00	111,912,591.00	199,129,489.00	476,271,765.00	219,837,143.00	6.23%	8.52%	37.00
Syrian Arab Rep.	SYR		578,890.00		578,890.00			578,890.00		578,890.00	2.66%	3.22%	50.00
Tajikistan	TJK	(32,719.00)	(6,005.00)	(26,544.00)	(21,756.00)	(69,626.00)	(32,719.00)	(6,005.00)	(26,544.00)	(37,723.50)	-11.45%	-4.05%	9.70
Tanzania	TZA	107,655.00	261,184.00	193,776.00	187,538.33	483,888.00	75,358.00	182,829.00	135,643.00	219,429.50	2.21%	1.73%	61.00
Thailand	THA	(35,020,540.00)	(2,696,909.00)	10,623,536.00	(9,031,304.33)	(26,910,237.00)	(35,020,540.00)	(2,696,909.00)	3,778,391.00	(15,253,748.50)	-11.52%	0.36%	85.00
Togo	TGO	(69,667.00)	(193,106.00)	(110,525.00)	(121,099.33)	84,657.00	(79,658.00)	(251,414.00)	(170,694.00)	(104,277.25)	-2.62%	-4.47%	62.00
Trinidad and Tobago	TTO					(1,283,133.00)			(1,283,133.00)		-15.38%	0.00%	73.00
Tunisia	TUN		(4,788,903.00)	(504,301.00)	(2,646,602.00)	(946,553.00)	(4,790,017.00)	(505,375.00)	(2,080,648.33)	(2,080,648.33)	-2.87%	-3.41%	32.00
Turkey	TUR	4,920,013.00	11,029,646.00	36,512,043.00	17,487,234.00	37,706,074.00	4,920,013.00	11,029,646.00	36,512,043.00	22,541,944.00	7.72%	7.03%	65.91
Turkmenistan	TKM	822,368.00			822,368.00	898,930.00	608,551.00			753,740.50	17.27%	0.00%	93.10
Uganda	UGA												
Ukraine	UKR	3,236,361.00	3,054,504.00	6,497,397.00	4,262,754.00	6,514,838.00	723,360.00	1,341,891.00	3,901,060.00	3,120,287.25	2.31%	1.81%	16.70
United Arab Emirates	ARE					18,351,353.00				18,351,353.00	41.41%		70.00
United Kingdom	GBR	(724,405,715.00)	126,104,919.00	257,424,265.00	(113,625,510.33)	(1,090,619,518.00)	(662,754,164.00)	8,406,995.00	292,244,939.00	(363,180,437.00)	-3.61%	1.40%	
United States of America	USA	(463,405,664.00)	2,602,960,969.00	1,944,623,310.00	1,361,392,871.67	(1,336,834,567.00)	(463,405,664.00)	2,602,960,969.00	1,944,623,310.00	686,836,012.00	1.42%	5.02%	81.00
Uruguay	URY		(2,593,830.00)	(4,384,029.00)	(3,488,929.50)	(3,602,300.00)		(2,593,830.00)	(4,384,029.00)	(3,526,719.67)	-22.08%	-37.60%	96.00
Uzbekistan	UZB	626,399.00	376,057.00	691,047.00	564,501.00	194,108.00	78,094.00	18,145.00	78,094.00	96,782.33	1.14%	0.53%	
Vanuatu	VUT		104,899.00		104,899.00	52,909.00		104,899.00		78,904.00	9.93%	8.99%	70.00
Venezuela	VEN	(13,488,742.00)	(17,599,706.00)	9,866,752.00	(7,073,898.67)	(1,172,297.00)	(13,488,742.00)	(6,110,590.00)	9,866,752.00	(2,726,219.25)	-11.15%	16.97%	75.12
Vietnam	VNM												72.45
Yemen	YEM												62.00
Zambia	ZMB	(1,380,247.00)	(1,052,879.00)	(2,799,589.00)	(1,744,238.33)		(1,380,247.00)	(1,052,879.00)	(2,799,589.00)	(1,744,238.33)	-46.00%	-43.64%	33.00
Zimbabwe	ZWE		1,508,233.00	1,179,177.00	1,343,705.00			1,508,233.00	825,423.00	1,166,828.00	5.52%	8.92%	66.00

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	PercentIncomeLetter2002	PercentIncomeLetter2003	PercentIncomeLetter2004	AveragePercentIncomeLetter	PercentIncomeParcels2001	PercentIncomeParcels2002	PercentIncomeParcels2003	PercentIncomeParcels2004	AveragePercentIncomeParcel
Albania	ALB		39.00	34.70	57.23	0.70		2.80	2.00	1.83
Algeria	DZA			22.00	22.50	15.00				15.00
Angola	AGO	24.08	71.59	89.30	49.43	0.47	0.87	5.72	2.85	2.48
Antigua and Barbuda	ATG		30.00	52.00	41.00			15.00	1.00	8.00
Argentina	ARG	91.00	89.00	87.00	89.00	7.00	6.00	7.00	9.00	7.25
Armenia	ARM	10.10	8.80	9.00	9.30		34.30	33.10	25.00	30.80
Australia	AUS									
Austria	AUT				77.00		9.00			9.00
Azerbaijan	AZE	6.20	0.70	7.20	4.70			1.10	1.30	1.70
Bangladesh	BGD	58.67	55.56	57.78	57.34		0.99	1.00	0.01	0.67
Bahamas	BHS	60.00	60.00	75.00	65.00		10.00	10.00	2.00	7.33
Bahrain	BHR									
Barbados	BRB		60.00	60.00	60.00			20.00	20.00	20.00
Belarus	BLR	31.10	31.90	31.30	31.98	1.70	1.20	1.20	1.30	1.35
Belgium	BEL									
Belize	BLZ		74.65		74.65	4.65		4.65		4.65
Benin	BEN	32.00	61.96	60.48	51.48		1.00	1.05	8.66	3.57
Bhutan	BTN	22.01	22.44	17.51	20.65		19.14	29.16	4.10	17.47
Bolivia	BOL	58.03	62.00	27.00	42.11	2.92	3.79	4.00	6.00	4.18
Bosnia and Herzegovina	BIH	41.50	25.62	31.38	33.94	1.65	1.20	0.58	31.33	8.69
Botswana	BWA	76.00	74.00	64.00	72.31			3.00	4.00	3.50
Brazil	BRA	62.80	54.83	63.30	56.23	23.00	29.20	24.87	24.20	25.32
Bulgaria	BGR	33.00		31.00	30.00	2.00		3.00	3.00	2.67
Burkina Faso	BFA	26.00		28.64	27.32		11.37		3.17	7.27
Burundi	BDI	48.00	44.00	45.70	45.43		1.40	2.00	2.00	1.80
Cambodia	KHM	88.30	88.30	89.35	81.59	20.48	7.00	7.00	8.05	10.63
Cameroon	CMR	50.80	59.00		54.93	2.00	0.50	1.00		1.17
Cape Verde	CPV	26.00	35.00	25.00	28.67		4.00	3.20	4.00	3.73
Central African Rep.	CAF	37.12	37.30	29.04	49.67	0.10	5.10	5.10	4.43	3.68
Chad	TCD		49.89	53.01	51.45					1.62
Chile	CHL	76.73	77.50	75.00	79.96		3.80	13.58	10.80	13.00
China	CHN	21.50	20.50	18.70	20.68	15.70	16.70	18.90	18.20	17.38
Colombia	COL	86.49	87.00	86.00	81.08	24.19	0.13	0.50	1.00	6.46
Congo, Dem. Rep.	ZAR		18.15	23.00	22.38			52.43	76.86	67.10
Congo, Rep.	COG									
Costa Rica	CRI	76.00	76.00	70.00	75.00	2.00	3.00	6.00	4.00	3.75
Cote d'Ivoire	CIV				49.00	2.00				2.00
Croatia	HRV	57.00	62.00	57.40	57.60	3.00		5.00	4.00	4.25
Cyprus	CYP	81.20	79.40	80.20	80.27			3.50	4.90	3.53
Czech Rep.	CZE	39.49	40.68	39.81	41.00	9.00	9.03		9.04	9.06
Denmark	DNK		65.00	66.00	65.50			27.60	13.00	20.30
Djibouti	DJI	27.00	12.80		19.90			15.00	11.60	13.30
Dominican Republic	DOM			50.00	46.00	5.00				7.50
Ecuador	ECU	95.50	51.76		80.79	0.14	0.16		41.60	13.97
Egypt	EGY	27.00	34.60	35.00	31.90	3.50	4.50	4.00	2.00	3.50
El Salvador	SLV	65.00	75.00	75.00	71.25	10.00	5.00	5.00	5.00	6.25
Eritrea	ERI	55.00	46.00	44.00	48.33		18.00	16.00	23.00	19.00
Estonia	EST	41.80	35.00	38.50	42.15	14.00	14.20	16.00	20.30	16.13
Ethiopia	ETH	34.00	32.00	27.10	32.73	1.00	13.00	14.00	17.40	11.35
Fiji	FJI		17.00		24.50	1.00		5.00		3.00
Finland	FIN	63.00	63.00	64.00	63.33		20.00	21.00	20.00	20.33
France	FRA	66.50	59.00	58.00	61.17		6.90	18.00	6.00	10.30
French Polynesia	PYF	90.00			86.60		5.00			5.00
Gabon	GAB	53.00	70.00	56.80	59.93		3.00	0.40	1.50	1.63
Georgia	GEO	59.70	59.80	62.90	62.78	26.70	35.00	37.30	34.80	33.45
Germany	DEU	27.70	28.40	28.50	29.55	44.80	51.30	53.10	55.00	51.00
Ghana	GHA	48.00	65.00	82.00	71.30	4.27	42.00	26.00	7.00	19.82
Greece	GRC	75.58	77.00	76.00	76.03	4.08	4.11	3.73		3.73
Grenada	GRD	24.00		24.00	24.00		8.00		8.00	8.00
Guatemala	GTM	79.00	73.00	77.00	79.75	8.00	3.00	4.00	5.00	5.00
Guinea	GIN		21.00		21.00			48.00		48.00
Guinea-Bissau	GNB		51.96		51.96			21.57		21.57
Guyana	GUY									
Haiti	HTI	71.05	72.05	67.57	70.22		2.60	3.50	3.23	3.11
Honduras	HND		60.40		60.40			37.00		37.00
Hungary	HUN	43.70	47.70	42.00	45.05	13.40	12.60	15.00	4.00	11.25
Iceland	ISL	74.40	64.00	71.00	69.18	21.50	17.50	28.00	22.00	22.25
India	IND	34.97		19.90	29.71	7.23	9.50		10.92	9.22
Indonesia	IDN		60.00		56.67	21.00		13.00	13.00	15.67
Iran, Islamic Rep.	IRN	81.57	56.10	46.45	61.11	9.80	9.53	5.24	2.96	6.88
Ireland	IRL	62.50	61.20	70.50	64.53	12.50	11.30	10.10		11.30
Israel	ISR	53.00	51.00	52.00	53.00	24.00	26.00	25.00	23.00	24.50
Italy	ITA	51.94	49.88	51.20	51.52	3.28	3.06	2.91	2.70	2.99
Jamaica	JAM									
Japan	JPN									
Jordan	JOR	16.76	79.00	45.00	43.44	6.00	4.64	1.00	19.00	7.66
Kazakhstan	KAZ	20.90	29.20	36.00	28.03	10.10	9.30	13.10	9.00	10.38
Kenya	KEN	48.00	70.00	57.50	57.75			6.00	2.30	4.15
Kiribati	KIR		40.00		40.00			20.00		20.00
Korea, Rep.	KOR	33.70	42.10	39.30	37.05	4.10	11.20	5.10	6.20	6.65
Kuwait	KWT	58.00	83.20	74.00	71.30	30.00				30.00
Kyrgyz Republic	KGZ	20.20	14.20	11.50	16.88	3.50	3.30	4.00	4.80	3.90
Lao PDR	LAO	47.00	49.00	51.00	47.25	19.00	18.00	14.00	14.00	16.25
Latvia	LVA	47.00	44.00	44.00	45.25		6.00	8.00	7.00	6.75
Lebanon	LBN	61.00	57.00	57.00	61.94	1.00	2.00	1.00	2.00	1.50
Lesotho	LSO	42.11	30.30	13.70	33.38	0.50	0.43	1.20	3.00	1.28
Liberia	LBR	49.70			49.70		50.30			50.30
Libya	LYB									
Lithuania	LTU	45.90	37.20	35.10	37.85	1.70	1.80	1.80	3.00	2.08
Luxembourg	LUX	81.00	82.00	84.00	82.25	2.00	2.00	3.00	3.00	2.50
Macao, China	MAC	38.89	43.48	47.95	43.83	3.00	2.81	3.29	3.49	3.15
Macedonia, FYR	MKD	42.00	24.00	33.10	33.28	1.00	3.00	3.00	2.35	3.00
Madagascar	MDG	70.61	30.38		59.49	8.00	3.23	28.06	11.73	12.76
Malawi	MWI		46.00		46.00			2.00		2.00
Malaysia	MYS	63.00	78.00	66.40	66.85	20.00	16.00	2.00	0.50	9.63
Maldives	MDV	84.20	76.30	85.04	82.42	0.32	0.90	0.81	2.76	1.20

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	PercentIncomeLetter2002	PercentIncomeLetter2003	PercentIncomeLetter2004	AveragePercentIncomeLetter	PercentIncomeParcels2001	PercentIncomeParcels2002	PercentIncomeParcels2003	PercentIncomeParcels2004	AveragePercentIncomeParcel
Mali	MLI	71.00		61.20	67.73	6.00	6.00		4.26	5.42
Malta	MLT	81.80	71.00	68.00	76.10	8.95	10.75	4.00	6.00	7.43
Mauritius	MUS	65.00	70.00	70.00	68.75	10.00	10.00	10.00	10.00	10.00
Mexico	MEX	95.25	95.29	96.32	95.69	1.10	0.84	1.18	0.69	0.95
Moldova	MDA	37.50	39.00	34.00	36.95	10.40	12.40	10.90	9.20	10.73
Mongolia	MNG	15.00	14.60	15.00	13.28	5.25	5.00	14.60	20.00	11.21
Morocco	MAR	54.00	54.00	52.70	55.68	1.00	2.00	2.00	3.20	2.05
Mozambique	MOZ	65.70	17.54	43.87	44.38	2.10	2.36	30.30	0.99	8.94
Namibia	NAM	29.00	30.00	31.20	33.30		3.00	10.00	12.00	8.33
Nepal	NPL		55.43		55.43			28.71		28.71
Netherlands	NLD									
New Caledonia	NCL	55.00	67.10	62.82	61.23	1.00	2.00	2.30	2.36	1.92
New Zealand	NZL									
Nicaragua	NIC	48.44			31.60	0.85	22.48			11.67
Niger	NER	17.48	23.49	20.78	24.19	5.00	3.05	3.23	2.73	3.50
Nigeria	NGA	79.60	43.90	93.70	77.20	0.20	0.50	17.90	1.40	5.00
Norway	NOR	54.00	53.30	51.00	53.70	20.50	23.00	24.10	33.00	25.15
Oman	OMN									
Pakistan	PAK	49.80	43.50	46.20	45.85					
Panama	PAN	41.00	29.60	43.10	38.95	0.90	0.70	0.80		0.80
Papua New Guinea	PNG		21.79		21.79					9.34
Paraguay	PRY	59.00	82.00	41.00	60.75	11.00	14.00	11.00	8.00	11.00
Peru	PER	63.40	79.13	77.17	75.20	17.10	11.60	9.22	21.59	14.88
Philippines	PHL				80.00					10.00
Poland	POL	29.60	53.70	37.80	42.78	4.40	3.80	3.96	5.20	4.34
Portugal	PRT	80.60	81.90	80.90	81.00	4.40	4.10	3.80	3.20	3.88
Romania	ROM	19.05	19.50	18.15	18.07	7.42	4.20	5.70	3.50	5.21
Russian Federation	RUS	23.30	25.60	26.50	25.95	4.80	5.20	4.90	6.60	5.38
Rwanda	RWA	21.20	55.30	51.17	42.56			2.30	6.72	4.51
Samoa	WSM		60.00		60.00			10.00		10.00
Saudi Arabia	SAU	83.00	83.00	65.00	78.50					
Senegal	SEN				45.00	5.00				5.00
Serbia and Montenegro	YUG	30.50	34.90	32.10	32.50		7.50	3.10	4.20	4.93
Seychelles	SYC	90.00	87.40	87.40	89.03	4.60	4.70	5.50	5.50	5.08
Sierra Leone	SLE	62.30			71.15	10.00	9.00			9.50
Singapore	SGP									
Slovakia	SVK	57.00	39.00	58.00	50.25	5.00	5.00	4.00	7.00	5.25
Slovenia	SVN	57.30	59.50	57.20	57.25	5.30	5.60	5.80	6.70	5.85
Solomon Islands	SLB		50.00		50.00			10.00		10.00
Spain	ESP	88.62	84.11	85.83	87.63	2.96	5.00	3.33	2.63	3.48
Sri Lanka	LKA	55.00	55.00	55.00	55.00	30.00	30.00	30.00	30.00	30.00
St. Lucia	LCA	86.42	87.02	67.00	80.15		3.28	3.78	3.53	3.53
Sudan	SDN	18.00	11.00	11.00	14.50	2.00	2.00	3.00	3.00	2.50
Suriname	SUR				69.00	25.00			3.00	25.00
Swaziland	SWZ	34.00	32.00	29.00	36.00	9.00	13.00	5.00	9.00	9.00
Switzerland	CHE	38.40	37.20	37.70	37.58	15.00	13.90	14.30	14.50	14.43
Syrian Arab Rep.	SYR		22.40		36.20	0.70		6.20		3.45
Tajikistan	TJK	9.50	11.60	4.90	8.93	1.80	2.30	3.10	2.77	2.49
Tanzania	TZA	56.00	56.36	62.60	58.99		12.00	13.28	2.40	9.23
Thailand	THA	83.00	79.00	81.20	82.05	9.00	5.00	5.25	5.25	5.56
Togo	TGO	52.53	54.00	47.00	53.98	4.00	3.25	3.00	5.00	3.81
Trinidad and Tobago	TTO	73.00	73.00	80.00	74.75	4.00	7.00	2.00	5.00	4.50
Tunisia	TUN	28.40	28.80	28.50	29.43	3.00	2.60	2.30	2.20	2.53
Turkey	TUR	68.00	74.00	70.00	69.48	1.52	0.80	2.00	5.00	2.33
Turkmenistan	TKM	65.40	48.60	45.70	63.20	3.70	9.70	10.10	11.00	8.63
Uganda	UGA		60.00		60.00			10.00		10.00
Ukraine	UKR	18.30	18.60		17.95	2.30	2.20	2.40	2.50	2.35
United Arab Emirates	ARE				65.49	10.00			9.29	9.65
United Kingdom	GBR									
United States of America	USA	84.30	84.50	84.80	83.65	13.00	12.30	11.70	11.60	12.15
Uruguay	URY		83.20	78.20	85.80	1.00		4.70	5.20	3.63
Uzbekistan	UZB	6.00	8.10	6.40	6.83		4.20	2.90	2.00	3.03
Vanuatu	VUT		38.00		54.00	10.00		37.00		23.50
Venezuela	VEN	80.63	78.07	54.01	71.96			0.57	5.30	2.94
Vietnam	VNM		48.89	46.49	55.94	4.85		4.17	5.98	5.00
Yemen	YEM	35.00	25.00	30.00	38.00		3.00		15.00	8.33
Zambia	ZMB	77.00	42.00	47.00	49.75		3.00	22.00	1.00	8.67
Zimbabwe	ZWE	59.00	48.00	63.00	59.00	9.00	11.00	18.00	8.00	11.50

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	PercentIncomeFinancia2001	PercentIncomeFinancia2002	PercentIncomeFinancia2003	PercentIncomeFinancia2004	AveragePercentIncomeFinancia	PercentIncomeOther2001	PercentIncomeOther2002	PercentIncomeOther2003	PercentIncomeOther2004
Albania	ALB	0.10		36.70	41.00	25.93	1.20		21.50	22.30
Algeria	DZA	60.00			78.00	69.00	2.00			
Angola	AGO	0.10	0.09	0.05	0.04	0.07	86.69	74.96	22.64	7.81
Antigua and Barbuda	ATG			5.00	2.00	3.50			50.00	45.00
Argentina	ARG	1.00	1.00	1.00	1.00	1.00	3.00	2.00	3.00	3.00
Armenia	ARM		20.40	47.80	55.00	41.07		35.20	10.30	11.00
Australia	AUS									
Austria	AUT									
Azerbaijan	AZE			1.30	4.40	2.85	14.00			
Bangladesh	BGD		37.97	41.15	39.74	39.62		92.70	96.70	85.70
Bahamas	BHS		25.00	25.00	6.00	18.67		2.37	2.29	2.47
Bahrain	BHR							5.00	5.00	17.00
Barbados	BRB			15.00	15.00	15.00			5.00	5.00
Belarus	BLR	7.60	5.60	4.90	4.90	5.75	57.10	62.10	62.00	62.50
Belgium	BEL									
Belize	BLZ	3.00		3.00		3.00	17.70		17.70	
Benin	BEN		42.00	36.33	29.42	35.92		25.00	0.66	1.44
Bhutan	BTN		5.54	5.84	8.94	6.77		53.31	42.56	69.45
Bolivia	BOL	4.87	4.78	5.00	4.00	4.66	70.79	33.40	29.00	63.00
Bosnia and Herzegovina	BIH	8.29	9.50	5.12	10.60	8.38	52.81	47.80	68.68	26.69
Botswana	BWA	21.30	20.00	12.00	10.00	15.83	3.48	4.00	11.00	22.00
Brazil	BRA	5.00	3.80	3.11	3.10	3.75	28.00	4.20	17.19	9.40
Bulgaria	BGR	4.00	4.00	4.00	4.00	4.00	68.00	60.00		62.00
Burkina Faso	BFA		60.55	63.00	63.00	61.78		2.08		5.19
Burundi	BDI	53.00	50.60	51.00	48.80	50.95	3.00	-	3.00	3.50
Cambodia	KHM	1.05	0.70	0.70	0.70	0.79	18.05	4.00	4.00	1.90
Cameroon	CMR	40.00	38.70	30.00	30.00	36.23	3.00	10.00	10.00	
Cape Verde	CPV		8.00	8.00	8.00	8.13		62.00	53.40	63.00
Central African Rep.	CAF	3.70	20.28	8.30	25.19	14.37	1.00	37.50	49.30	41.34
Chad	TCD		4.86	5.27	5.27	5.22		45.25	49.30	39.80
Chile	CHL	-	8.96	0.90	1.00	2.72		0.73	10.80	11.00
China	CHN	35.20	39.00	42.80	49.40	41.60	27.10	22.80	17.80	13.70
Colombia	COL	7.84	3.33	3.50	3.00	4.42	3.13	10.05	9.00	10.00
Congo, Dem. Rep.	ZAR	2.00		27.27	0.12	9.80	-		2.15	0.02
Congo, Rep.	COG									
Costa Rica	CRI	-	-	-	1.00	0.25	20.00	21.00	18.00	25.00
Cote d'Ivoire	CIV	7.00			7.00	7.00	42.00			
Croatia	HRV	41.00	36.00	32.00	28.00	34.25	2.00	2.00	2.00	9.60
Cyprus	CYP		0.80	1.20	0.10	0.70		14.50	14.50	17.50
Czech Rep.	CZE	34.00	14.10	26.56	26.93	25.40	13.00	37.38	23.72	24.11
Denmark	DNK			4.60	4.00	4.30			2.80	17.00
Djibouti	DJI		10.00	59.00	34.00	34.00		48.00	17.60	
Dominican Republic	DOM	3.00			20.00	11.50	50.00			20.00
Ecuador	ECU	-	-	0.02	0.01	0.01	4.74	4.34	6.62	
Egypt	EGY	60.00	54.50	38.40	28.00	45.23	5.50	14.00	23.00	35.00
El Salvador	SLV						20.00	30.00	20.00	20.00
Eritrea	ERI		1.00	1.00	1.00	1.00		26.00	37.00	32.00
Estonia	EST	8.70	13.30	11.00	9.40	10.60	24.00	30.70	38.00	31.80
Ethiopia	ETH	0.40	1.00	0.78	0.85	0.76	60.80	52.00	53.22	54.65
Fiji	FJI	4.00		4.00		4.00	74.00			
Finland	FIN	-	-	-	-	-		17.00	16.00	16.00
France	FRA		25.50	23.00	23.00	23.83		1.10		13.00
French Polynesia	PYF	16.80	3.00			9.90	-	2.00		
Gabon	GAB		14.00	26.50	24.00	21.50		30.00	3.10	17.70
Georgia	GEO	3.10	2.40	1.40	0.60	1.88	1.50	2.90	1.50	1.70
Germany	DEU	21.80	21.00	18.50	16.50	19.45				
Ghana	GHA	3.42	8.00	8.00	10.00	7.36	2.12	2.00	1.00	1.00
Greece	GRC	11.76	13.12	14.43	13.00	13.08	8.63	7.19	4.84	8.00
Grenada	GRD		62.00		62.00			6.00	6.00	6.00
Guatemala	GTM						2.00	18.00	23.00	18.00
Guinea	GIN			12.00		12.00			19.00	
Guinea-Bissau	GNB			21.47		21.47			5.00	
Guyana	GUY									
Haiti	HTI			1.50	2.54	2.02		26.35	22.95	26.66
Honduras	HND								2.60	
Hungary	HUN	33.10	32.80	32.00	27.00	31.23	6.70	10.90	5.30	27.00
Iceland	ISL	2.00	1.00	1.00		1.00	9.20	7.10	7.00	7.00
India	IND	52.24	49.89	49.83	50.65	49.83	6.26	5.64	19.35	
Indonesia	IDN	19.00	18.00	18.00	18.00	18.33	10.00		9.00	9.00
Iran, Islamic Rep.	IRN	23.00	3.52	32.90	46.03	26.36	6.90	5.38	5.76	4.56
Ireland	IRL	17.20	18.80	18.00	18.00	18.00	6.40	7.40	10.70	11.50
Israel	ISR	16.00	16.00	17.00	16.25	16.25	4.00	5.00	8.00	8.00
Italy	ITA	39.22	40.37	43.59	44.40	41.90	4.46	4.63	3.62	1.70
Jamaica	JAM									
Japan	JPN									
Jordan	JOR	1.00	0.60	20.00	0.50	5.53	60.00	78.00		35.50
Kazakhstan	KAZ	20.10	26.20	8.60	33.00	21.98	43.80	43.60	49.10	22.00
Kenya	KEN	13.70	20.00	13.00	11.50	14.55	30.80	32.00	11.00	28.70
Kiribati	KIR			35.00		35.00			5.00	
Korea, Rep.	KOR	48.90	54.50	52.10	53.50	52.25	13.90	0.60	0.70	1.00
Kuwait	KWT							42.00	16.80	26.00
Kyrgyz Republic	KGZ	8.60	52.30	52.40	51.70	41.25	66.30	24.20	29.40	32.00
Lao PDR	LAO	15.00	15.00	26.00	24.00	20.00	24.00	20.00	11.00	11.00
Latvia	LVA	18.00	18.00	18.00	18.00	18.50	30.00	28.00	30.00	30.00
Lebanon	LBN	3.82	2.00	2.00	2.00	2.46	22.43	35.00	40.00	39.00
Lesotho	LSO	26.30	26.15	31.50	41.90	31.46	25.80	31.31	37.00	41.40
Liberia	LBR									
Libya	LYB									
Lithuania	LTU	22.70	20.30	25.50	22.30	22.70	42.40	32.00	35.50	39.60
Luxembourg	LUX	15.00	16.00	14.00	12.00	14.25	1.00	1.00	1.00	1.00
Macao, China	MAC			9.15		9.15				
Macedonia, FYR	MKD	19.00	42.00	37.00	33.36	32.84	52.00	58.30	44.08	48.56
Madagascar	MDG	25.00	20.20	25.77	18.11	22.27	46.00	13.00	36.00	31.19
Malawi	MWI			8.00		8.00		5.96	15.79	10.67
Malaysia	MYS	10.00	16.00	13.00	1.00	10.00	10.00	5.00	7.00	32.10
Maldives	MDV	-	4.10	3.84	4.39	3.08	15.56	10.80	19.05	7.81

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	PercentIncomeFinancia2001	PercentIncomeFinancia2002	PercentIncomeFinancia2003	PercentIncomeFinancia2004	AveragePercentIncomeFinancia	PercentIncomeOther2001	PercentIncomeOther2002	PercentIncomeOther2003	PercentIncomeOther2004
Mali	MLI	7.00	7.00		9.58	7.86	16.00	16.00		24.96
Malta	MLT	0.35	0.80	0.40	1.00	0.64	7.10	6.65	24.60	25.00
Mauritius	MUS	15.00	15.00	15.00	15.00	15.00	5.00	10.00	5.00	5.00
Mexico	MEX	2.80	1.18	0.35	0.32	1.16	0.20	2.73	3.18	2.67
Moldova	MDA	2.30		2.40	3.00	2.45	50.20	47.80	47.70	53.80
Mongolia	MNG						86.23	80.00	70.80	65.00
Morocco	MAR	36.00	38.00	38.00	40.20	38.05	1.00	6.00	6.00	3.90
Mozambique	Moz	1.60	1.44	1.00	0.40	1.11	45.90	30.50	51.16	54.74
Namibia	NAM	12.00	20.00	21.00	0.80	13.45	45.00	48.00	38.00	56.00
Nepal	NPL			0.12		0.12				15.74
Netherlands	NLD									
New Caledonia	NCL	26.00	26.00	23.40	26.04	25.36	13.00	17.00	7.20	8.78
New Zealand	NZL									
Nicaragua	NIC		0.57			0.57	84.40	28.51		
Niger	NER	37.00	63.27	30.11	69.02	49.85	23.00	16.20	43.17	7.47
Nigeria	NGA	6.90	12.60	18.70	1.70	9.98	1.30	1.20	25.60	3.20
Norway	NOR	9.80	5.50	5.40	5.00	6.43	13.20	17.50	17.20	11.00
Oman	OMN									
Pakistan	PAK	35.30	49.10	53.10	49.80	46.83	20.80	1.10	3.40	4.00
Panama	PAN	8.10	4.30	4.50		5.63	48.90	54.00	65.10	56.90
Papua New Guinea	PNG			11.77		11.77			57.10	
Paraguay	PRY							28.00	7.00	51.00
Peru	PER	0.30	0.10	0.14		0.37	1.50	24.90	11.51	0.87
Philippines	PHL					5.00				5.00
Poland	POL	27.30	24.70	24.96	23.90	25.22	18.30	41.90	17.38	33.10
Portugal	PRT		7.60	7.80	6.90	7.40	7.40	7.50	7.00	9.00
Romania	ROM		7.54	7.20	6.50	8.43	69.48	69.55	68.30	69.92
Russian Federation	RUS	13.60	13.00	45.70	44.70	29.25	53.20	58.50	23.80	22.20
Rwanda	RWA		1.30	4.40	3.83	3.18		77.50	38.00	38.28
Samoa	WSM			-		-			30.00	
Saudi Arabia	SAU						17.00	17.00	17.00	35.00
Senegal	SEN	50.00				50.00				
Serbia and Montenegro	YUG		34.70	41.30	38.40	38.13		27.30	20.70	25.30
Seychelles	SYC	0.10	0.10	0.01	0.01	0.06	4.00	5.20	7.09	7.09
Sierra Leone	SLE	5.00	27.80			16.40	5.00	0.90		
Singapore	SGP									
Slovakia	SVK	6.00	6.00	8.00	8.00	7.00	42.00	32.00	49.00	27.00
Slovenia	SVN	18.10	17.50	16.20	16.20	17.00	21.60	19.60	18.50	19.90
Solomon Islands	SLB			30.00		30.00			10.00	
Spain	ESP	1.63	1.46	1.47	1.48	1.51	3.47	4.92	11.09	10.06
Sri Lanka	LKA	10.00	10.00	10.00	10.00	10.00	5.00	5.00	5.00	5.00
St. Lucia	LCA		0.41	0.52		0.47		9.89	8.68	
Sudan	SDN	1.00	1.00	1.00	1.00	1.00	79.00	79.00	85.00	85.00
Suriname	SUR	1.00				1.00	5.00			
Swaziland	SWZ	36.00	47.00	61.00	59.00	50.75	6.00	6.00	2.00	3.00
Switzerland	CHE	16.00	21.00	20.00	19.30	19.08	32.00	26.70	28.50	28.50
Syrian Arab Rep.	SYR	14.00		2.40		8.20		35.30	69.00	
Tajikistan	TJK	24.40	8.10	8.00	5.33	11.46	64.10	80.10	77.30	87.00
Tanzania	TZA	15.00	24.00	26.84	20.50	21.59	24.00	8.00	3.52	14.50
Thailand	THA	3.00	3.00	3.00	4.12	3.28	3.00	11.00	13.00	9.43
Togo	TGO	23.00	17.76	23.00	27.00	22.69	11.00	26.46	20.00	21.00
Trinidad and Tobago	TTO	2.00	1.00	2.00	2.00	1.75	21.00	19.00	23.00	13.00
Tunisia	TUN	47.00	51.00	40.70	40.00	44.68	18.00	18.00	28.20	29.30
Turkey	TUR	5.73	3.50	6.00	6.00	5.31	26.84	27.70	18.00	19.00
Turkmenistan	TKM	3.00	17.90	15.50	15.00	12.85	0.20	7.00	25.80	28.30
Uganda	UGA					20.00				10.00
Ukraine	UKR	6.70	5.90	6.20		5.80	6.15	74.30	73.60	73.50
United Arab Emirates	ARE			0.22		0.11	20.00			29.51
United Kingdom	GBR									
United States of America	USA	0.40	0.30	0.40	0.30	0.35	5.60	3.10	3.40	3.30
Uruguay	URY	1.00		12.10	5.30	6.13	2.00			11.30
Uzbekistan	UZB		4.70	56.50	51.50	37.57		85.10	32.50	40.10
Vanuatu	VUT						20.00		25.00	
Venezuela	VEN	0.01	-	0.01		0.01	24.87	19.37	21.35	40.69
Vietnam	VNM	14.41		36.15	38.70	29.75	8.29		10.79	8.83
Yemen	YEM	38.00	44.00	55.00	45.00	45.50		18.00	13.00	10.00
Zambia	ZMB	37.00	15.00	36.00	8.00	24.00	27.00	8.00	8.00	44.00
Zimbabwe	ZWE	19.00	19.00	12.00	6.00	14.00		6.00		23.00

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	AveragePercentIncomeOther	IncomePhilately2002	IncomePhilately2003	IncomePhilately2004	AverageIncomePhilately	LettersPerCapita2000	LettersPerCapita2001	LettersPerCapita2002	LettersPerCapita2003	LettersPerCapita2004	AverageLettersPerCapita
Albania	ALB		15.00		4.00		6.35	0.96	1.15		1.63	1.41
Algeria	DZA		2.00					21.16	11.35	7.39		13.30
Angola	AGO	0.27	48.03	0.53	0.64	0.48	0.04	0.03	0.03	0.02	0.02	0.03
Antigua and Barbuda	ATG		47.50		5.00	4.00	4.50			60.74		60.74
Argentina	ARG	1.00	2.75	1.00	1.00	1.00	10.44	9.43	8.50	7.99	8.87	9.05
Armenia	ARM		18.83					0.56	2.45	1.99	0.62	1.41
Australia	AUS	1.59		1.59	1.55	1.58	244.02	264.81	235.90	259.28	261.02	253.01
Austria	AUT		14.00									
Azerbaijan	AZE	6.10	91.70			6.10	0.15	0.21	0.28			0.21
Bangladesh	BGD		2.38			0.50			2.08	2.41		2.25
Bahamas	BHS	3.50	9.00	3.50	1.50	2.83	28.45	42.23	46.06	45.53	40.57	40.57
Bahrain	BHR			0.81	0.09	0.45	44.98	42.06	41.91	51.95	54.63	47.11
Barbados	BRB		5.00		2.00	2.00	86.00			156.70	156.36	133.02
Belarus	BLR	0.60	60.93	0.70	0.80	0.70	66.13	67.15	62.96	57.44	50.92	60.92
Belgium	BEL											
Belize	BLZ		17.70				12.59	19.80		22.45		18.28
Benin	BEN	3.11	9.03	2.72	1.24	2.36	1.11	1.23	1.23	1.21	1.02	1.16
Bhutan	BTN	8.61	55.11	7.42	12.51	9.51			0.98			0.98
Bolivia	BOL	1.58	49.05	2.00	1.30	1.63	0.31	0.44				0.38
Bosnia and Herzegovina	BIH	0.06	49.00	0.40	0.34	0.27	2.59	5.19	5.86	7.68	12.62	6.79
Botswana	BWA	1.70	10.12	1.00	1.60	1.43	19.96	26.07	21.12	19.76		21.73
Brazil	BRA	1.30	14.70	1.26	1.10	1.22	50.44	53.33	53.22	46.65	44.25	49.58
Bulgaria	BGR		63.33					13.74	14.48		16.57	14.93
Burkina Faso	BFA	1.43	3.64	1.43	1.58	1.51	0.53	0.16	0.20			0.30
Burundi	BDI	2.40	2.38		1.80	1.86	1.86	0.14	0.15	0.72		0.72
Cambodia	KHM	2.40	6.99	2.40	2.40	2.40	0.22	0.10	0.09			0.14
Cameroon	CMR		7.67									
Cape Verde	CPV	1.00	59.47	0.70	1.00	0.90	2.03	2.01	1.80	1.77	0.88	1.70
Central African Rep.	CAF	2.06	32.29	3.80	6.20	4.02		0.12				0.12
Chad	TCD		42.53	13.55	12.50	13.03	0.76	0.84	0.24	0.72	0.59	0.63
Chile	CHL	0.51	7.03	0.30	0.30	0.37		19.36	17.57	17.46		18.13
China	CHN	13.90	20.35	10.10	8.00	10.67	6.10	21.40	22.39	21.63	18.78	18.06
Colombia	COL	0.28	8.05	0.40	0.50	0.39		1.62	1.93	1.87	1.98	1.85
Congo, Dem. Rep.	ZAR		0.72	0.12	10.00	5.06		0.01	0.02	0.02		0.02
Congo, Rep.	COG							0.23				0.23
Costa Rica	CRI	4.00	21.00	5.00		4.50	6.51	6.15	6.74			6.47
Cote d'Ivoire	CIV		42.00					2.25				2.25
Croatia	HRV	0.11	3.90	0.22	4.60	1.64	58.65	57.49	62.16	64.07	65.16	61.51
Cyprus	CYP	8.00	15.50	8.00	8.00	8.00	79.07	85.55	77.69	77.51	69.30	77.82
Czech Rep.	CZE		24.55	0.30	0.25	0.28	87.58	182.39	212.21	268.84	303.42	210.89
Denmark	DNK		9.90				322.58	263.98	254.32	214.08	207.85	252.56
Djibouti	DJI		32.80	1.00		1.00				0.37		0.37
Dominican Republic	DOM		35.00		25.00	25.00		0.73	0.32			0.53
Ecuador	ECU	-	5.23	0.02	0.01	0.01	0.31	0.28	0.26	0.22		0.27
Egypt	EGY		19.38	1.40	1.40	1.40	3.21	2.95	2.89	3.26		3.08
El Salvador	SLV	1.06	22.50	1.50	1.60	1.39	0.88	0.89	0.80	0.84	0.78	0.84
Eritrea	ERI		31.67	2.00	1.00	1.50	1.20	0.88		0.83		0.97
Estonia	EST	0.60	31.13	-	0.10	0.23	45.01		139.87			92.44
Ethiopia	ETH	1.66	55.17	1.14	0.80	1.20	0.30	0.33	0.30	0.27	0.27	0.29
Fiji	FJI		68.50	1.00	1.00	1.00	34.27	30.18		36.72	31.25	32.92
Finland	FIN	0.50	16.33	0.50	0.50	0.50			465.49	482.52	506.19	484.73
France	FRA		4.70				444.64					444.64
French Polynesia	PYF	2.60	1.00	2.60		2.60	113.63		105.72			109.68
Gabon	GAB	2.00	16.93	1.10	-	1.03	2.15			4.27	3.69	3.37
Georgia	GEO	2.00	1.90	2.00	4.60	5.00	3.87	0.30	0.45	0.42	0.40	0.38
Germany	DEU						274.94	262.94	254.55	252.61	263.24	261.66
Ghana	GHA	2.00	1.53	0.70		1.35	3.16	3.20	2.95	2.73	2.49	2.91
Greece	GRC	7.17	7.17	1.40	2.70	1.71	48.96	49.71	50.20	52.37	53.90	51.03
Grenada	GRD	1.03	6.00	3.00	3.00	3.00		51.08		50.85		50.97
Guatemala	GTM		15.25	0.15	0.15	0.15		2.50	2.65	1.07	2.15	2.09
Guinea	GIN		19.00	9.00		9.00	0.35	0.36	0.31	0.31		0.33
Guinea-Bissau	GNB		5.00	4.44		4.44	0.04			0.03	0.02	0.03
Guyana	GUY										12.84	12.84
Haiti	HTI	0.62	25.32	0.45	0.15	0.41	0.16					0.16
Honduras	HND		2.60	2.60		2.60	0.48			0.42		0.45
Hungary	HUN	0.30	12.48	0.60	1.00	0.63	134.91	138.33	139.82	143.92	135.23	138.44
Iceland	ISL	3.00	7.58	3.00	1.00	2.33		235.82	318.05	311.05	354.93	304.96
India	IND		10.42				15.65					12.05
Indonesia	IDN	2.00	9.33	2.00	2.00	2.00	2.28			5.04	4.53	3.95
Iran, Islamic Rep.	IRN	0.90	5.65	0.70	0.73	0.78	4.18	4.61	5.29	7.49	6.73	5.66
Ireland	IRL	0.86	9.00	0.50	0.68	0.68	175.46	185.60	193.50	180.57	183.69	183.76
Israel	ISR	1.00	6.25	1.00	1.00	1.00	102.81	111.06	111.87	112.64		109.60
Italy	ITA	1.05	3.60	1.00	1.10	1.05	113.83	115.04	108.59		114.91	113.09
Jamaica	JAM						18.35	20.27				19.31
Japan	JPN			1.40	1.30	1.35	206.33	206.65	201.74			204.91
Jordan	JOR	0.04	57.83	1.00		0.52	8.55	6.13	4.66			6.45
Kazakhstan	KAZ	0.20	39.63	0.08	0.10	0.13	1.14	6.45	7.16		9.22	5.99
Kenya	KEN	0.15	25.63	0.15	0.12	0.14		6.76	5.51	3.85	3.61	4.93
Kiribati	KIR		5.00	50.00		50.00				0.38		0.38
Korea, Rep.	KOR	0.80	4.05	0.20	0.20	0.40	95.62	106.54	110.80	109.58	103.05	105.12
Kuwait	KWT	2.00	28.27	2.00		2.00	11.38	16.62	20.73			16.24
Kyrgyz Republic	KGZ		37.98				4.23	3.75	5.49	5.82	5.60	4.98
Lao PDR	LAO	1.00	16.50	2.00	2.00	1.67	0.22	0.22	0.18	0.21	0.12	0.19
Latvia	LVA	0.03	29.50	0.60	1.00	0.54	17.70	58.46	17.70	65.53		47.23
Lebanon	LBN		34.11				1.90	3.29		3.29	3.40	2.75
Lesotho	LSO	1.07	33.88	0.90	0.60	0.86		1.39	0.86		0.58	0.54
Liberia	LBR							0.04				0.04
Libya	LYB						4.27	4.58		4.84		4.64
Lithuania	LTU	0.40	37.38	0.80	0.80	0.60	11.44		33.24	39.45	51.32	33.86
Luxembourg	LUX	1.60	1.00	1.50	1.50	1.53	350.39	438.89	484.13			424.47
Macao, China	MAC		50.74	47.52	40.30	35.40	41.07	35.80	45.06	46.31	24.20	42.39
Macedonia, FYR	MKD	1.97	31.55	0.40	1.00	1.12	12.92		16.66			18.16
Madagascar	MDG		9.36	0.07	0.16	0.12		0.86	0.78	1.15	1.11	0.92
Malawi	MWI		44.00					3.36				3.36
Malaysia	MYS	2.00	13.53	2.00	1.20	1.73	45.12	47.73	47.83	51.78	47.88	48.07
Maldives	MDV	1.79	13.31	1.02		1.41		6.11	5.24	5.28	4.83	5.37

DATABASE

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Country	WorldBankCode	AveragePercentIncomeOther	IncomePhilately2002	IncomePhilately2003	IncomePhilately2004	AverageIncomePhilately	LettersPerCapita2000	LettersPerCapita2001	LettersPerCapita2002	LettersPerCapita2003	LettersPerCapita2004	AverageLettersPerCapita
Mali	MLI	18.99	0.08			0.08	0.06					0.06
Malta	MLT	15.84	2.60	3.40	3.00	3.00	133.86	138.46	147.71	123.99	153.18	139.44
Mauritius	MUS	6.25	0.01	0.01	0.01	0.01	36.52	43.36	46.65	39.32	41.90	41.55
Mexico	MEX	2.20	0.10	0.87	1.11	0.69	9.46	8.52	6.86	6.50	6.56	7.58
Moldova	MDA	49.88	0.80	3.10	0.70	1.53	7.11	9.01				8.06
Mongolia	MNG	75.51	3.00	12.80		7.90	0.28	6.19	6.99			4.49
Morocco	MAR	4.23					8.62					8.62
Mozambique	MZ	45.58	4.35	0.18	0.34	1.62	0.22	0.20	0.16	0.17	0.13	0.18
Namibia	NAM	47.00	2.50	2.00	3.30	2.60	70.42					70.42
Nepal	NPL	15.74					2.59	2.99	2.72	3.93	2.82	3.01
Netherlands	NLD						441.64	444.94	426.77	332.35	325.28	394.20
New Caledonia	NCL	11.50	10.00	7.00	8.44	8.48	60.91	81.48	95.52	69.19	60.62	73.54
New Zealand	NZL											
Nicaragua	NIC	56.46	1.11			1.11	1.81	1.89	2.03			1.91
Niger	NER	22.46	6.25	3.00	6.39	5.21	0.22	0.18	0.12	0.12	0.10	0.15
Nigeria	NGA	7.83	0.80	0.36	0.27	0.48	0.37	0.27	0.41		0.10	0.35
Norway	NOR	14.73					466.17	558.48	542.21	579.55	559.80	541.44
Oman	OMN			0.50	1.00	0.75	9.11	8.56	11.23	9.45	7.60	9.39
Pakistan	PAK	7.33					2.38	2.29				2.34
Panama	PAN	56.23	0.40	0.30	-	0.23	7.99	4.85	3.75	3.62	4.55	4.95
Papua New Guinea	PNG	57.10		3.56		3.56						
Paraguay	PRY	28.25	6.00		4.00	5.00	0.32	0.23	0.19	0.13	0.11	0.20
Peru	PER	9.70	1.39	1.23		1.72	2.55	0.84	0.64	0.50	0.52	0.60
Philippines	PHL	5.00			2.00	2.00	2.53	2.79	2.38	2.50	2.66	2.57
Poland	POL	27.67	0.70	0.71	0.60	0.67	54.94		65.96			60.45
Portugal	PRT	7.73	2.00	1.50	1.80	1.77	123.48	181.20	154.31	151.02	186.39	159.28
Romania	ROM	69.31	0.85	0.74	0.17	0.59		11.00	12.00	12.19		11.73
Russian Federation	RUS	39.43									27.94	27.94
Rwanda	RWA	51.26		0.10	0.01	0.06			0.13	0.17	0.22	0.17
Samoa	WSM	30.00		10.00		10.00				2.13	2.13	2.13
Saudi Arabia	SAU	21.50					23.31	20.38	21.30	19.78		21.19
Senegal	SEN	-					0.60	0.67	0.60	0.54	0.52	0.59
Serbia and Montenegro	YUG	24.43	0.40	0.60	0.60	0.53	17.15	15.99	17.21	16.96	21.32	17.73
Seychelles	SYC	5.85	4.10	5.50	3.20	4.27	52.89	47.78	47.98	44.14	43.99	47.36
Sierra Leone	SLE	2.95	0.10			0.10		0.02				0.02
Singapore	SGP											
Slovakia	SVK	37.50	0.20	0.20	0.20	0.20	94.52	98.99			95.63	96.38
Slovenia	SVN	19.90		0.08	0.07	0.08	254.63	275.96	308.88	346.67	408.29	318.89
Solomon Islands	SLB	10.00		20.00		20.00				2.80		2.80
Spain	ESP	7.39	1.61	1.11	1.78	1.50	118.26				127.35	122.81
Sri Lanka	LKA	5.00					22.56	24.58	25.30	25.20	19.64	23.46
St. Lucia	LCA	9.29							17.66	17.76		17.71
Sudan	SDN	82.00	0.52			0.52		0.03	0.02	0.02	0.01	0.02
Suriname	SUR	5.00										
Swaziland	SWZ	4.25	1.00	1.00	1.00	1.00	13.28	17.28	9.87	9.17	8.75	11.67
Switzerland	CHE	28.93	0.60	0.50	0.50	0.53			709.99	756.17	760.94	742.37
Syrian Arab Rep.	SYR	52.15						1.24	0.75	0.78	0.64	0.85
Tajikistan	TJK	77.13			3.80	3.80	0.06	0.55	2.35	2.54	3.62	1.82
Tanzania	TZA	12.51	1.30	0.93		1.12	0.63	0.72	0.70	0.69	0.72	0.69
Thailand	THA	9.11		5.28	4.61	4.03	21.20	21.13	23.17	22.71	24.36	22.51
Togo	TGO	19.62	0.13	0.38	0.50	0.34		0.78	0.55	0.44	0.32	0.52
Trinidad and Tobago	TTO	19.00		1.00	0.01	0.51	27.17		29.73	14.76		23.89
Tunisia	TUN	23.38	0.03	0.13	0.30	0.15		11.68		12.90	14.99	13.19
Turkey	TUR	22.89	0.05	0.13	0.10	0.09		15.02	12.39	12.82	13.04	13.32
Turkmenistan	TKM	15.33	47.90	8.60		8.40	21.63					
Uganda	UGA	10.00		5.00		5.00						
Ukraine	UKR	73.55						6.07	23.42	25.73	24.69	26.10
United Arab Emirates	ARE	24.76		0.19		0.19	39.87	34.81	28.16	38.35	35.30	35.30
United Kingdom	GBR						341.24		357.73	360.58	361.11	355.17
United States of America	USA	3.85	0.06	0.06	0.07	0.06		700.69	657.05	650.01	669.25	669.25
Uruguay	URY	4.43		1.40		1.40	7.13	7.41		6.78	5.40	6.68
Uzbekistan	UZB	52.57	4.60		5.00	4.80			2.88	3.28	2.83	3.00
Vanuatu	VUT	22.50		10.00		10.00	4.10			3.87		3.99
Venezuela	VEN	26.57	0.04	0.05	0.24	0.11	3.25			1.86	1.63	2.25
Vietnam	VNM	9.30		0.01	0.01	0.01						
Yemen	YEM	13.67		2.00	2.00	2.00	0.19	0.19	0.21	0.35		0.24
Zambia	ZMB	26.33		1.60	2.00	1.80	0.89	0.84	0.85	1.32		0.98
Zimbabwe	ZWE	15.50	0.50	0.09	0.50	0.36	11.50			6.65	6.25	8.13

DATABASE

Source: Universal Postal Union, World Debt

Country	WorldBankCode	LogLettersperCapita	Letters2000	Letters2001	Letters2002	Letters2003	Letters2004	AverageLetters	LogAverageLetters	LettersPerEmployee	LogLettersperEmployee	Parcels2000	Parcels2001	Parcels2002
Albania	ALB	0.340037303	3,913,402.00	4,300,300.00	5,773,400.00	6,601,500.00	5,147,150.50	15.45395382	3,289.97	8.0986322255	26706	30900		
Algeria	DZA	2.587764035	876,015,000.00	363,847,752.00	248,000,000.00	216,000,000.00	425,965,688.00	19,86969366	17,417.10	9.765207826	256900	224900	224900	
Angola	AGO	-3.575550769	1,658,300.00	875,000.00	625,800.00	548,005.00	585,665.00	13,66300486	906.99	6.81012824	3860	5952	6307	
Antigua and Barbuda	ATG	4.10660246			8,539,104.00	5,891,210.00	7,215,157.00	15,79169451	39,643.72	10.58768782				
Argentina	ARG	2.202322671	450,683,392.00	394,865,494.00	345,425,519.00	326,010,355.00	360,099,180.00	375,416,788.00	29,735.51	10.30009731	2782461	2444407	1593648	
Armenia	ARM	0.340037303	2,938,266.00	3,398,048.00	2,609,089.00	2,701,321.00	2,911,681.00	14,88424114	750.92	6.621295241		30853		
Australia	AUS	5.533413204	4,822,600,000.00	5,255,300,000.00	4,750,691,000.00	5,261,700,000.00	5,330,000,000.00	5,084,058,200.00	22,34937564	143,478.04	10,2491000	94404000	87306000	
Austria	AUT	0.890000000	8,800,000.00	10,500,000.00	10,500,000.00	873,129,000.00	970,000,000.00	20,66752292	31,099.60	10.3449501	40345113	39791374	41219710	
Azerbaijan	AZE	-1.544899391	2,447,120.00	3,314,940.00	3,442,065.00	4,960,000.00	4,960,000.00	5,712,856.00	15,12730366	751.83	6.68206929	11348	14319	25376
Bangladesh	BGD	8.897005521	294,202,584.00	294,202,584.00	328,903,266.00	254,731,256.00	292,612,368.67	19,49435932	7,286.98	8.893844621			41219710	
Bahamas	BHS	3.702967253	14,510,686.00	22,610,967.00	24,984,755.00	25,699,802.00	21,951,552.50	16,90434842	75,695.01	11.2344675	14909	16229		
Bahrain	BHR	3.852400381	43,501,161.00	38,115,303.00	37,514,607.00	45,705,777.00	47,354,192.00	42,438,206.00	11,978.58	17.56535965	24856	24098	21952	
Barbados	BRB	4.890499493	34,617,346.00	20,976,000.00	19,649,868.00	44,397,272.00	44,381,593.00	32,804,415.80	17,30607369	55,394.15	10.92222828	38499	37250	31569
Belarus	BLR	4.109561528	690,151,096.00	648,405,798.00	591,699,610.00	524,386,908.00	629,870,488.00	20,26102478	8021.93	9.927015347	602193	1106314	1327873	
Belgium	BEL													
Belize	BLZ	2.905807566	4,585,137.00	6,392,038.00	7,209,748.00	6,062,307.67	6,062,307.67	15,61760109	28,196.78	10.24696308	27765	27904		
Benin	BEN	0.148420005	11,492,859.00	11,598,166.00	11,956,172.00	12,195,297.00	11,371,980.00	11,720,894.80	19,879.40	16.27688369	9065	8158	7929	
Bhutan	BTN	-0.020202707		1,654,720.00	1,451,000.00	1,451,000.00	1,207,900.00	1,437,873.33	4,415.17	8.392801365			3338	
Bolivia	BOL	-0.980829253	4,809,182.00	5,261,947.00	6,228,965.00	7,200,391.00	1,986,705.00	5,097,318.00	5,469.23	8.60892262	28454	22912	175	
Bosnia and Herzegovina	BIH	1.915156347	13,410,966.00	14,792,112.00	16,253,938.00	23,837,013.00	18,020,954.00	17,262,996.60	16,66407584	8,474.72	9.044842428	79227	110100	145562
Botswana	BWA	3.078578739	41,929,710.00	45,089,349.00	51,834,726.00	39,886,604.00	38,247,714.00	43,397,620.60	17,58959157	42,959.43	10.66801156	44762	42588	30692
Brazil	BRA	3.903547187	8,857,419,370.00	9,462,428,850.00	9,576,488,009.00	8,331,975,606.00	8,021,473,854.00	8,849,957,137.80	22,90367845	91,902.73	11.42848801	8590892	508298	689054
Bulgaria	BGR	2.703372612	6,958,951.00	60,074,284.00	64,650,889.00	90,691,031.00	76,023,349.00	59,679,700.80	17,9045205	4,041.70	10.60349191	1069369	1572260	1133945
Burkina Faso	BFA	-1.215146105	16,543,586.00	4,555,029.00	4,215,132.00	3,813,481.00	3,414,373.00	6,508,320.20	15,68895196	8,792.65	9.081871527	12954	13414	15097
Burundi	BDI	-0.333144447	20,944,586.00	17,442,464.00	1,989,525.00	2,270,208.00	1,006,992.00	5,584,555.00	17,484.52	7.69907104	1016	2123	1244	
Cambodia	KHM	-1.990210408	3,701,309.00	1,889,859.00	1,491,444.00	1,591,861.00	3,629,941.00	2,471,442.80	14,72031267	3,151.55	8.055648578	5395	4766	6663
Cameroon	CMR													
Cape Verde	CPV	0.529451088	1,524,238.00	1,436,220.00	1,299,093.00	1,247,712.00	1,227,312.80	1,355,834,453.00	5,416.21	8.597151273	9258	8578	8014	
Central African Rep.	CAF	-2.120263536	1,421,733.00	1,421,733.00	1,421,733.00	1,421,733.00	1,421,733.00	1,421,733.00	5,088.52	8.534726611	2352	2057	8054	
Chad	TCD	-0.46203546	12,286,097.00	12,261,556.00	6,734,900.00	11,935,465.00	9,517,112.00	10,547,026.00	16,17135448	31,787.30	10.36682221	2469	2425	1258
Chile	CHL	2.897568025	313,053,197.00	274,341,228.00	291,046,624.00	263,472,146.00	292,995,688.00	286,981,776.60	19,47492928	50,870.67	10.83704173	1267824	1267856	1138954
China	CHN	2.893699548	7,889,494,000.00	8,793,576,000.00	10,699,333,000.00	10,478,440,000.00	10,810,850,000.00	9,274,338,600.00	8,910,970.80	16,471.28	9.709373528	96792000	100174000	106371000
Colombia	COL	0.615185639	60,413,634.00	83,910,975.00	82,706,731.00	89,050,801.00	89,050,801.00	79,020,485.25	18,18521768	24,552.72	10.10857806	113993	29121	24471
Congo, Dem. Rep.	ZAR	-4.199705078	5,445,302.00	2,306,700.00	2,306,700.00	2,563,899.00	2,563,899.00	3,895,923.33	15,17390001	8,959,922.32	12,911	89512		
Congo, Rep.	COG	-1.46897597	2,306,700.00	2,306,700.00	2,306,700.00	2,306,700.00	2,306,700.00	14,65132849	5,069.67	8.531031071	2397			
Costa Rica	CRI	1.86660777	30,686,719.00	30,185,941.00	31,427,024.00	31,381,153.00	28,752,212.00	30,486,609.80	17,23279812	28,160.55	10.24567729	27259	31860	
Cote d'Ivoire	CIV	0.810930216	15,115,371.00	15,081,948.00	15,081,948.00	15,081,948.00	39,600,643.00	35,265,987.33	17,37842953	32,247.61	10.38119924	36857	12865	24991
Croatia	HRV	4.119134731	279,848,418.00	275,216,117.00	294,647,116.00	304,650,844.00	309,869,285.00	292,846,356.00	24,303.81	10.0983865	1750926	1840836	1909894	
Cyprus	CYP	4.354449867	74,357,000.00	73,234,000.00	71,736,000.00	73,338,000.00	68,593,770.00	73,251,754.00	18,10941275	10.66926607	57848	57632	61328	
Czech Rep.	CZE	5.351327187	959,481,397.00	804,875,829.00	797,369,198.00	2,801,849,512.00	3,156,126,333.00	1,703,940,453.80	21,25620932	41,393.75	10.63088599	15626935	1295085	11466927
Denmark	DNK	0.531626763	1,722,596,000.00	1,414,676,000.00	1,368,800,000.00	1,153,300,000.00	1,121,800,000.00	1,355,834,453.00	21,0278629	51,752.86	10.8542329	27628000	33189000	30447000
Djibouti	DJI	-1.007857925	563,347.00	552,133.00	552,133.00	864,730.00	864,730.00	660,070.00	13,40101117	6,115,190.59	8.113519059			3480
Dominican Republic	DOM	-0.634878272	12,218,028.00	9,378,139.00	5,193,862.00	5,726,270.00	6,350,108.00	7,773,281.40	15,86620295	4,919.02	8.500864608			
Ecuador	ECU	-1.318635713	9,623,421.00	7,399,594.00	6,296,025.00	6,296,025.00	7,886,080.75	15,860,098.33	13,043.47	9.476042751	54521	46483	63630	
Egypt	EGY	1.124117579	316,672,000.00	288,646,000.00	288,700,000.00	258,558,027.00	255,216,567.00	281,558,518.80	19,45585087	6,788.86	8.823038507	311019	257477	252852
El Salvador	SLV	-0.176737179	10,260,873.00	9,265,981.00	9,224,000.00	11,898,482.00	8,647,572.00	6,263,381.60	16,04157972	11,093.87	9.314147999	13769	8160	19476
Entrea	ERI	-0.030459207	4,918,280.00	3,684,775.00	2,900,253.00	3,823,424.00	2,621,133.00	3,589,573.00	15,09354381	19,572.37	9.881847252	7190	12828	7867
Estonia	EST	4.52659785	73,912,400.00	64,555,720.00	48,911,800.00	63,958,580.00	60,490,568.00	60,490,568.00	17,91799901	14,102.34	9.554095868	1362900	1471220	1362590
Ethiopia	ETH	-1.224175512	27,278,088.00	30,224,570.00	27,230,600.00	26,505,001.00	26,001,900.00	27,448,031.80	17,12780502	19,872.60	9.897097075	30216	37651	36395
Fiji	FJI	3.494141127	42,863,505.00	36,296,505.00	39,913,566.00	36,805,459.00	29,617,387.00	37,097,284.40	17,42905433	82,732.57	11.32336864	61500	49471	
Finland	FIN	6.183598912	1,666,200,000.00	883,000,000.00	867,000,000.00	883,000,000.00	892,000,000.00	1,077,050,000.00	10,72938306	21,807,000	10.72938306	21807000	21100000	
France	FRA	6.097284966	26,825,600,000.00	25,794,000,000.00	17,602,000,000.00	17,201,000,000.00	17,571,000,000.00	20,998,720,000.00	23,76727232	72,818.57	11.19572628	289760000	281170000	
French Polynesia	PFY	4.697521447	31,434,700.00	29,198,000.00	25,846,000.00	25,846,000.00	28,826,233.33	17,17679641	39,999.40	10.5966197	15998	12682	13429	
Gabon	GAB	1.214912744	2,733,000.00	6,414,678.00	7,730,393.00	6,515,979.00	5,848,512.50	5,848,512.50	15,58169791	7,536.74	8.927545933	9171	9156	
Georgia	GEO	-0.972861083	3,045,096.00	3,656,086.00	2,506,837.00	2,118,280.00	2,118,280.00	2,767,899.80	14,8335994	851.14	6.746573925	9693	14245	16028
Germany	DEU	5.567030664	22,600,000,000.00	21,640,000,000.00	21,000,000,000.00	20,840,000,000.00	21,744,000,000.00	21,564,800,000.00	23,79432819	60,558.78	11.0136975			
Ghana	GHA	1.066777565	147,674,000.00	139,984,100.00	140,757,203.00	129,408,005.00	124,541,840.00	136,473,029.60	18,73163259	55,667.80	10.97964625	45567	65902	57779
Greece	GRC	3.932374502	537,349,000.00	594,911,820.00	607,578,493.00	622,004,200.00	638,814,000.00	600,131,502.60	20,2165936	53,201.26	10.88183737	3160995	3076271	2848512
Guatemala	GTM	3.931139123	7,383,959,523.00	30,984,879.00	33,486,560.00	15,066,248.00	28,408,580.00	8,800,000.00	15,390,000.00	56,774.19	10.80203221			1955
Guinea	GIN	-1.10												

DATABASE

Source: Universal Postal Union, World Devel

Country	WorldBankCode	LogLettersPerCapita	Letters2000	Letters2001	Letters2002	Letters2003	Letters2004	AverageLetters	LogAverageLetters	LettersPerEmployee	LogLettersPerEmployee	Parcels2000	Parcels2001	Parcels2002
Mali	MLI	-2.813410717	1,518,412.00	2,506,874.00	1,790,062.00			1,938,449.33	14.4773989	4,115.60	8.322548085	5578		6994
Malta	MLT	4.937634401	62,728,040.00	62,017,620.00	66,731,552.00	56,400,000.00	56,400,000.00	60,855,442.40	17.92401181	80,411.53	11.2949128	47146	43440	36850
Mauritius	MUS	3.726889521	52,014,010.00	61,170,900.00	62,600,000.00	52,720,044.00	58,026,000.00	57,306,190.00	17.86391922	23,000.00	10.87292634	23,000	19,400	22,920
Mexico	MEX	2.0255132	1,159,454,002.00	1,023,849,611.00	893,791,800.00	780,566,259.00	805,190,791.00	932,570,492.60	20.6534553	44,514.53	10.70357092	1,121,212	1,253,321	903,683
Moldova	MDA	2.086913557	34,002,720.00	41,013,896.00	41,013,896.00	56,674,074.00	67,376,417.00	49,665,725.00	17.72082562	9,473.85	9.156290928	32,759	34,773	42,491
Mongolia	MNG	1.501110036	942,787.00	1,057,386.00	1,079,638.00	792,632.00	796,301.00	933,748.80	13.74669273	1,043.53	6.950362501	37,888	17,515	34,091
Morocco	MAR	2.154085085	288,134,532.00	274,086,811.00	274,501,071.00	259,654,176.00	273,561,983.00	273,987,714.60	19.42859383	31,674.88	10.36327923	138,005	122,373	176,548
Mozambique	MZC	-1.73271284	7,557,069.00	7,228,066.00	6,545,437.00	6,786,193.00	6,755,311.00	6,970,455.80	15.75719118	9,852.55	9.09969374	5,980	5,458	8,444
Namibia	NAM	4.254417314	199,680,894.00	83,539,120.00	107,722,976.00	85,460,593.00	77,818,073.00	110,884,331.20	18.52363735	144,629.87	11.28193313	355,409	189,409	173,664
Nepal	NPL	1.101940789	76,679,861.00	80,236,442.00	73,800,236.00	112,756,800.00	65,299,231.00	81,754,514.20	18.21923159	3,858.64	8.258069641	22,866	30,979	32,146
Netherlands	NLD	5.976848248	7,022,000,000.00	7,119,000,000.00	6,871,000,000.00	5,384,000,000.00	5,302,000,000.00	6,339,600,000.00	22.57008151	100,602.06	11.51892805	1,161,000	1,161,000	1,150,000
New Caledonia	NCL	4.297883867	17,060,729.00	22,700,000.00	26,900,000.00	20,400,000.00	19,100,000.00	21,232,145.80	16.8710269	60,421.59	11.09101713	21,179	21,039	24,980
New Zealand	NZL													
Nicaragua	NIC	0.647103242	11,378,343.00	12,049,618.00	12,924,321.00	2,247,212.00	1,890,202.00	12,117,427.33	16.31015525	21,612.53	9.981028698	13,629	15,921	6,962
Niger	NER	-1.910543005	3,359,033.00	2,718,766.00	2,093,124.00	2,247,212.00	1,890,202.00	2,461,667.40	14.71634948	3,928.61	8.276041105	4,621	7,461	8,602
Nigeria	NGA	-1.049822124	107,035,780.00	50,583,441.00	75,995,526.00	62,022,324.00	59,099,150.00	70,947,244.20	18.07744712	5,047.40	8.526628261	844,112	970,522	54,443
Norway	NOR	6.294223581	2,098,755,560.00	2,619,850,000.00	2,560,753,278.00	2,750,028,532.00	2,692,546,538.00	2,538,386,781.60	21.55479459	92,133.44	11.43099322	27,143,589	17,447,295	27,082,000
Oman	OMN	2.239645293	34,783,456.00	32,031,600.00	36,360,571.00	32,451,000.00	30,458,162.00	33,216,837.80	17.31856747	41,448.51	10.83220727	12,863	11,100	10,181
Pakistan	PAK	0.848011891	375,040,000.00	325,652,000.00	349,783,000.00	547,436,000.00	573,499,000.00	434,282,000.00	19.88920465	9,063.29	9.111987372	1,491,607	1,877,269	1,292,452
Panama	PAN	1.599791535	28,191,333.00	19,252,417.00	12,714,256.00	15,500,000.00	16,432,298.00	18,418,060.80	16.72884231	18,532.97	9.827306327	14,853	19,890	18,274
Papua New Guinea	PNG													
Paraguay	PRY	-1.62964062	4,130,410.00	2,929,047.00	2,303,866.00	1,729,884.00	1,623,686.00	2,543,378.60	14.74900391	2,318.49	7.748669452	8,319	8,656	9,926
Peru	PER	-0.517514612	31,190,618.00	24,943,809.00	19,353,454.00	19,586,675.00	19,739,012.00	22,962,713.60	16.94938231	12,287.41	9.416330518	74,100	79,053	83,992
Philippines	PHL	0.944683806	306,660,414.00	330,179,827.00	273,213,069.00	285,704,974.00	302,847,571.00	299,721,171.00	19.51836317	18,988.44	9.851985781	669,991	569,693	1,004,862
Poland	POL	4.101810577	2,180,461,760.00	2,243,459,896.00	2,214,680,958.00	2,552,914,030.00	1,580,271,533.00	2,154,357,635.40	21.49705844	21,321.53	9.987478222	24,909,797	25,106,359	24,227,441
Portugal	PRT	5.07066366	1,307,208,000.00	1,358,519,000.00	1,112,759,600.00	1,081,764,200.00	1,099,924,200.00	1,192,035,000.00	20.89892777	73,666.08	12.8719222	9,275,134	8,467,880	8,467,880
Romania	ROM	2.462149663	30,337,478.00	280,002,975.00	276,339,253.00	280,607,629.00	340,092,111.00	237,475,889.20	19.28557666	6,669.40	8.805284747	5,271,392	5,132,140	5,339,213
Russian Federation	RUS	3.330059354	1,114,962,000.00	1,203,845,365.00	1,231,839,433.00	1,312,721,586.00	1,424,436,860.00	1,257,561,048.80	20.95244001	4,085.06	8.315092216	13,871,120	13,528,124	12,454,197
Rwanda	RWA	-1.752538756	964,019.00		2,147,012.00	1,982,121.00	2,467,323.00	1,890,118.75	14.45215022	8,620.84	9.061937584	3,857		9,965
Samoa	WSM	0.75612198	777,625.00		861,236.00	861,236.00		819,430.00	13.61636487	20,232.85	9.915062892	6,574		
Saudi Arabia	SAU	3.053647346	753,418,000.00	740,724,000.00	722,638,000.00	636,189,000.00	612,180,168.00	693,029,833.60	20.35658361	74,277.73	11.21556652	419,182	665,054	431,770
Senegal	SEN	-0.534435489	12,607,650.00	13,810,000.00	12,236,050.00	11,986,400.00	11,999,800.00	12,527,980.00	16.34347516	6,847.76	8.831677116	26,015	22,484	22,299
Serbia and Montenegro	YUG	2.875032488	188,179,772.00	110,850,487.00	144,302,112.00	141,276,704.00	175,472,193.00	152,016,253.60	18.839498	7,876.00	8.971575456	1,619,267	1,152,655	1,539,096
Seychelles	SYC	3.857693528	5,294,289.00	4,810,307.00	4,827,158.00	4,444,974.00	4,486,899.00	4,772,725.40	15.37842806	47,727.25	10.77325789	6,226	6,407	6,972
Sierra Leone	SLE	-3.912023005	152,774.00	422,438.00	203,755.00	422,438.00	259,655.67	12,467,116.67	921.85	921.85	6.826387335	603	1,136	1,628
Singapore	SGP		822,000,000.00	824,000,000.00	825,000,000.00	834,000,000.00	834,000,000.00	826,250,000.00	20.53240795	248,810.53	12.42444695	696,000	651,000	
Slovakia	SVK	4.588298111	543,205,667.00	563,933,649.00	594,209,731.00	345,453,315.00	455,547,099.00	440,469,892.20	19.90335265	24,536.80	10.10792927	11,019,382	5,648,355	7,220,335
Slovenia	SVN	5.764836372	514,338,974.00	556,212,310.00	619,512,373.00	693,725,014.00	814,491,945.00	639,656,123.20	20.27644128	103,930.26	11.5514754	2,581,549	2,826,350	3,411,609
Solomon Islands	SLB	1.029619417		1,833,488.00				1,263,488.00	14.04938671	16,624.84	9.718653368	4,491		
Spain	ESP	4.810597731	4,973,778,314.00	5,145,307,755.00	5,500,400,850.00	5,629,637,657.00	5,539,552,324.00	5,357,735,380.00	22.40180722	89,939.56	11.40689313	18,954,859	19,798,263	20,863,448
Sri Lanka	LKA	3.155126326	481,303,000.00	490,320,000.00	548,798,000.00	548,396,000.00	440,316,000.00	501,826,600.00	20.0337652	22,138.30	10.00506451	961,000	541,000	1,638,185
St. Lucia	LCA	2.874129452	11,718,314.00		3,464,345.00	3,293,156.00	5,083,859.00	5,889,918.50	15.58875272	34,144.46	10.43835548	9,183		11,414
Sudan	SDN			2,428,182.00	2,595,300.00	3,210,000.00	2,589,961.00	2,705,860.75	14.81093063	1,150.06	7.047569239	5,148	5,031	4,338
Suriname	SUR		5,335.00	273,316.00				139,325.50	11.8445682	542.65	6.296465352	5,014	5,702	20,711
Swaziland	SWZ	2.457021446	18,665,933.00	22,361,451.00	17,901,119.00	13,409,975.00	13,922,016.00	17,252,098.00	16.66344436	81,996.67	11.31443388	9,768	24	7,052
Switzerland	CHE	6.609843281	2,870,263,126.00	3,156,000,000.00	3,094,406,000.00	3,126,000,000.00	3,061,000,000.00	3,061,533,825.20	21.84218188	58,673.23	10.97973882	130,480,937	120,398,330	112,000,000
Syrian Arab Rep.	SYR	-0.1598207	24,356,997.00	10,473,641.00	15,495,000.00	13,128,600.00	11,799,000.00	15,830,647.60	16.57745834	5,268.80	8.569558614	29,336	23,821	25,741
Tajikistan	TJK	0.601031892	1,371,722.00	14,014,620.00	943,663.00	944,130.00	1,012,840.00	1,057,353.40	13.87127955	653.33	6.482086266	5,188	4,585	5,418
Tanzania	TZA	-0.368169323	31,465,035.00	32,586,000.00	35,595,328.00	34,803,000.00	37,506,000.00	34,391,072.60	17.35330757	26,479.11	10.18411153	39,730	54,070	51,910
Thailand	THA	3.114137338	1,333,449,000.00	1,336,143,585.00	1,473,714,894.00	1,454,534,000.00	1,578,438,000.00	1,435,255,895.80	21.08460899	70,838.35	11.16815596	9,271,800	8,907,050	10,269,300
Togo	TGO	-0.649130295	7,034,946.00	6,834,124.00	6,834,124.00	5,222,024.00	4,933,121.00	6,006,053.75	15.60827848	15,151.50	9.825854874	6,050	6,314	6,260
Trinidad and Tobago	TTO	3.173320423	37,700,000.00	17,319,667.00	44,307,066.00	18,862,415.00		29,547,287.00	17.20150249	26,028.27	10.16693836	30,000	10,189	22,147
Tunisia	TUN	2.579458967	100,500,000.00	120,000,000.00	122,500,000.00	132,000,000.00	118,750,000.00	118,750,000.00	18.592531	13,289.32	9.494715637	200,175	177,976	
Turkey	TUR	2.58907896	1,168,668,000.00	953,947,000.00	1,014,188,000.00	990,028,000.00	1,006,253,000.00	1,026,616,800.00	20.74953457	29,788.26	10.3018698	908,221	941,058	997,700
Turkmenistan	TKM		7,973,340.00	14,899,700.00		14,136,400.00		17,520,957.00	13.63259925	5,699.25	8.648089371	5,204	6,775	6,673
Uganda	UGA				24,456,891.00	24,456,891.00		24,456,891.00	17.0124144	55,773.53	10.92905459	14,259		
Ukraine	UKR	3.054095517	354,018,064.00	408,778,545.00	414,464,150.00	340,132,870.00	332,453,435.00	369,969,412.80	19.72893089	3,166.88	8.06050366	4,483,112		

DATABASE

Source: Universal Postal Union, World Data

Country	WorldBankCode	Parcels2003	Parcels2004	AverageParcels	GTI_trust	GDP2000	GDP2001	GDP2002	GDP2003	GDP2004	AverageGDP	GDPp2000	GDPp2001	GDPp2002	GDPp2003	GDPp2004	AverageGDPp	LogGDPp	Pop2000	Pop2001
Albania	ALB	23600	24500	26,226.50		3.69E+09	3.98E+09	4.16E+09	4.41E+09	4.69E+09	4.19E+09	3,688.65	3,917.12	4,105.44	4,321.71	4,578.72	4,122.33	8,324,731,866	3,113,000	3,131,577
Algeria	DZA	420000		281,675.00		5.35E+10	5.48E+10	5.71E+10	6.10E+10	6.41E+10	5.81E+10	5,419.39	5,366.72	5,552.17	5,833.06	6,022.35	5,638.74	8,637,415,661	30,400,000	30,800,000
Angola	AGO	9896	14496	8,102.20		9.13E+09	9.42E+09	1.08E+10	1.11E+10	1.24E+10	1.06E+10	1,911.59	1,894.18	2,046.96	2,022.13	2,135.79	2,002.13	7,601,966,993	12,400,000	12,700,000
Antigua and Barbuda	ATG	8004	14355	11,179.50		6.79E+08	6.89E+08	7.04E+08	7.38E+08	7.69E+08	7.16E+08	10,021.81	9,402.57	9,731.30	9,913.67	10,095.15	9,832.90	9,193,489,327	72,310	75,742
Argentina	ARG	1765431	2092200	2,135,629.40	3.8	2.84E+11	2.72E+11	2.42E+11	2.63E+11	2.87E+11	2.70E+11	12,185.22	11,560.37	10,134.13	10,920.35	11,775.31	11,315.08	9,333,891,275	36,800,000	37,200,000
Armenia	ARM	30701	32301	31,285.00		1.91E+09	2.09E+09	2.37E+09	2.70E+09	2.97E+09	2,41E+09	2,241.99	2,269.17	3,018.84	3,467.95	3,907.08	3,097.00	8,038,190,472	3,112,000	3,086,704
Australia	AUS	89736000	93100000	93,353,400.00	6.5	3.89E+11	4.04E+11	4.15E+11	4.31E+11	4.44E+11	4.17E+11	25,569.06	26,234.63	26,619.29	27,338.84	27,872.23	26,726.81	10,819,242,246	19,200,000	19,400,000
Austria	AUT	4591484	45065185	42,465,697.80	6.5	1.90E+11	1.92E+11	1.94E+11	1.96E+11	2.00E+11	1.94E+11	28,780.69	29,001.44	29,014.66	29,227.15	29,778.13	29,160.41	10,280,567,338	8,012,000	8,032,000
Azerbaijan	AZE	3230640	57311	7,306.00		5.75E+09	5.78E+09	6.41E+09	7.13E+09	7.98E+09	6,50E+09	2,750.94	2,810.43	3,995.61	3,417.37	3,855.52	3,151.58	8,055,657,861	8,111,000	8,111,000
Bangladesh	BGD	2531482	3538474	2,869,021.67	2.2	4.55E+10	4.79E+10	5.00E+10	5.27E+10	5.56E+10	5.03E+10	1,037.31	1,008.36	1,038.98	1,072.27	1,135.33	1,028.06	7,395,145,015	131,000,000	133,000,000
Bahamas	BHS	23374	55671	34,795.75		4.88E+09	4.78E+09	4.82E+09	4.97E+09	5.07E+09	4,83E+09	16,792.65	16,246.35	16,210.32			16,416.44	9,760,385,511	305,000	309,841
Bahrain	BHR	23938	24077	23,784.20		7.97E+09	8.34E+09	8.78E+09	9.37E+09	9.82E+09	8,62E+09	17,669.74	16,472.23	17,284.71	18,051.96		16,944.66	9,737,709,619	670,000	683,954
Barbados	BRB	54835	61682	44,767.00		2.58E+09	2.52E+09	2.47E+09	2.50E+09	2.52E+09	15,323.33	15,016.26	14,715.88	14,850.68			14,976.54	9,614,200,089	267,000	268,189
Belarus	BLR	1674262	1951645	1,372,097.40		1.14E+10	1.20E+10	1.26E+10	1.34E+10	1.49E+10	1,25E+10	4,802.11	5,042.91	5,331.09	5,729.41	6,391.40	5,459.38	8,605,991,315	10,000,000	9,970,280
Belgium	BEL				6.4	2.28E+11	2.30E+11	2.31E+11	2.34E+11	2.41E+11	2,33E+11	27,422.27	27,560.83	27,459.14	27,708.90	28,697.93	27,769.81	10,231,704,888	10,300,000	10,300,000
Belize	BLZ	33597		29,755.33		8.32E+08	8.73E+08	9.10E+08	9.58E+08	1.04E+09	9,30E+08	5,869.23	6,336.89	6,113.05	6,201.10	6,163.99	8,726,496,339	249,200	257,300	
Benin	BEN	5828	7538	7,703.60		2.25E+09	2.27E+09	2.51E+09	2.61E+09	2.68E+09	2,46E+09	972.68	988.79	1,032.57	1,043.60	1,043.22	1,018.17	6,925,764,927	6,222,000	6,386,076
Bhutan	BTN	6420	3495	4,417.67		4.88E+08	5.22E+08	5.57E+08	5.94E+08	6.23E+08	5,57E+08								805,000	828,104
Bolivia	BOL	8140	9302	13,796.60	2.7	8.40E+09	8.54E+09	8.75E+09	8.99E+09	9.31E+09	8,80E+09	2,400.19	2,391.57	2,402.57	2,450.99	2,502.53	2,429.57	7,795,469,319	8,317,000	8,478,523
Bosnia and Herzegovina	BIH	165791	177211	135,578.20		4.55E+09	4.75E+09	4.94E+09	5.07E+09	5.31E+09	4,92E+09	5,695.49	5,922.93	6,138.21	6,278.75	6,571.44	6,121.36	8,195,399,998	3,781,000	3,798,000
Botswana	BWA	20724	25444	32,842.00		5.25E+09	5.53E+09	5.77E+09	6.08E+09	6.36E+09	5,80E+09	7,524.85	7,500.75	8,674.16	8,232.13	8,576.80	8,101.74	8,998,340,803	1,675,000	1,695,000
Brazil	BRA	162743603	137717743	77,513,478.00	5.1	6.02E+11	6.10E+11	6.21E+11	6.24E+11	6.57E+11	6,23E+11	7,423.19	7,480.46	7,404.90	7,678.90	7,470.73	9,817,480,204	170,000,000	172,000,000	
Bulgaria	BGR	983123		1,208,520.60	3.4	1.26E+10	1.31E+10	1.38E+10	1.44E+10	1.52E+10	1,38E+10	5,990.11	6,332.54	6,642.79	7,086.00	7,410.04	6,692.30	8,807,122,003	8,060,000	7,910,000
Burkina Faso	BFA	15599	15392	14,491.20		2.60E+09	2.75E+09	2.88E+09	3.06E+09	3.18E+09	2,89E+09	1,012.64	1,046.85	1,067.12	1,108.89	1,126.04	1,072.31	6,977,566,376	11,300,000	11,600,000
Burundi	BDI	1464	1599	1,483.20		6.79E+08	7.00E+08	7.32E+08	7.23E+08	7.63E+08	7,19E+08	599.59	603.64	610.94	624.80	634.80	6,418.12	6,418,691,305	6,907,000	6,907,000
Cambodia	KHM	8046	10448	7,064.20		3.59E+09	3.79E+09	4.00E+09	4.22E+09	4.47E+09	4,01E+09	3,874.09	3,825.90	3,825.90	3,825.90	3,825.90	1,964.21	7,582,464,426	12,700,000	12,900,000
Cameroon	CMR			10,784.00		8.88E+09	9.35E+09	9.74E+09	1.02E+10	1.07E+10	9,77E+09	1,869.04	1,957.32	1,959.74	1,961.89	1,981.70	1,945.94	7,573,987,875	15,400,000	15,400,000
Cape Verde	CPV	8542	8764	8,631.20		5.31E+08	5.52E+08	5.77E+08	6.06E+08	6.39E+08	5,81E+08	4,918.60	4,920.76	5,056.27	5,154.61	5,289.17	5,067.88	8,530,677,903	434,810	446,402
Central African Rep.	CAD	2468	1262	3,238.60		9.53E+08	9.67E+08	9.98E+08	9.07E+08	9.15E+08	9,40E+08	1,153.79	1,145.09	1,124.16	1,044.09	1,041.63	1,101.75	7,046,574,644	3,715,000	3,764,875
Chad	TCD	1709	2264	2,025.00		1.39E+09	1.53E+09	1.68E+09	1.87E+09	2.45E+09	1,78E+09	846.57	903.31	964.82	1,147.86	1,210.27	1,196.57	7,087,211,017	7,861,000	8,100,425
Chile	CHL	1283075	1450427	1,281,623.20	4.5	7.55E+10	7.76E+10	7.93E+10	8.20E+10	8.69E+10	8,03E+10	9,197.04	9,378.42	9,431.94	9,706.00	10,630.97	9,668.89	1,176,668,401	15,200,000	15,400,000
China	CHN	111180000	104000000	102,983,400.00	4.6	1.08E+12	1.16E+12	1.26E+12	1.38E+12	1.51E+12	1,28E+12	3,821.10	4,089.31	4,378.91	4,726.64	5,085.13	4,420.22	8,399,941,124	1,260,000,000	1,270,000,000
Colombia	COL	27128	34287	45,800.00	2.8	8.38E+10	8.50E+10	8.67E+10	9.01E+10	9.37E+10	8,79E+10	6,207.65	6,214.76	6,242.86	6,441.81	6,590.38	6,339.49	8,754,553,729	42,300,000	43,100,000
Congo Dem. Rep.	ZAF	57,251,225	120600	57,251,225.00		4.39E+09	4.22E+09	4.37E+09	4.61E+09	4.90E+09	4,48E+09	683.64	646.08	627.24	628.08	650.38	6,472,861,484	48,600,000	50,100,000	
Congo, Rep.	COG	2010	2023	2,203.50		3.22E+09	3.34E+09	3.52E+09	3.54E+09	3.62E+09	3,46E+09	960.72	937.57	959.03	911.31	944.37	6,805,166,411	3,447,000	3,553,102	
Costa Rica	CRI	32218	34576	31,478.25	3.1	1.59E+10	1.61E+10	1.66E+10	1.77E+10	1.84E+10	1,69E+10	8,835.68	8,506.77	8,453.62	9,021.98	9,074.46	8,778.50	9,080,060,761	3,810,000	3,873,000
Cote d'Ivoire	CVI	8291	10578	18,716.40		1.06E+10	1.06E+10	1.04E+10	1.02E+10	9,99E+09	1,04E+10	1,580.12	1,540.75	1,484.29	1,416.80	1,359.58	1,477.31	7,297,977,604	15,800,000	16,200,000
Croatia	HRV	2072211	2324283	19,749,448.00		1.84E+10	1.92E+10	2.02E+10	2.11E+10	2.19E+10	2,02E+10	9,564.72	9,894.24	10,367.01	11,025.24	11,250.24	10,420.29	9,251,509,992	4,380,000	4,440,000
Cyprus	CYP	54742	64867	59,283.40		9.15E+09	9.52E+09	9.72E+09	9.91E+09	1.03E+10	9,72E+09	20,041.40	20,674.53	20,718.73	20,684.90	21,193.11	20,662.53	9,936,077,388	757,000	760,653
Czech Rep.	CZE	25520072	24905302	18,093,864.20	5.2	5.57E+10	5.72E+10	5.80E+10	6.02E+10	6.26E+10	5,87E+10	15,394.33	16,064.42	16,556.42	17,149.47	17,937.08	16,620.44	9,173,889,783	10,300,000	10,200,000
Denmark	DNK			29,991,333.33	6.5	1.58E+11	1.61E+11	1.62E+11	1.63E+11	1.67E+11	1.62E+11	28,573.83	28,705.65	28,956.70	29,351.34	29,590.98	28,955.60	10,273,351,889	5,340,000	5,359,000
Djibouti	DJI	1586	2474	2,513.33		5.53E+08	5.63E+08	5.78E+08	5.98E+08	6.16E+08	5,82E+08	1,972.11	1,973.85	1,999.87	1,943.81	1,947.83	1,988.70	7,585,126,166	660,120	660,120
Dominican Republic	DOM		3140	3,140.00	2.9	1.97E+10	2.05E+10	2.14E+10	2.13E+10	2.17E+10	2,09E+10	6,348.74	6,484.70	6,882.27	6,714.71	6,780.03	6,602.09	8,785,141,605	8,353	

DATABASE

Source: Universal Postal Union, World Data

Country	WorldBankCode	Parcels2003	Parcels2004	AverageParcels	GTI_trust	GDP2000	GDP2001	GDP2002	GDP2003	GDP2004	AverageGDP	GDPpc2000	GDPpc2001	GDPpc2002	GDPpc2003	GDPpc2004	AverageGDPpc	LogGDPpc	Pop2000	Pop2001
Mali	MLI		2963	5,178.33		2,42E+09	2,72E+09	2,83E+09	3,04E+09	3,11E+09	2,82E+09	791.68	913.33	937.36	947.05	952.92	908.47	6.811757265	10,800,000	11,100,000
Malta	MLT	34467	36901	39,760.80		3,81E+09	3,74E+09	3,83E+09	3,76E+09	3,81E+09	3,79E+09	17,147.31	17,147.31	17,533.92	17,020.29	17,541.65	17,522.22	9.771225183	390,000	395,000
Mauritius	MUS	11,146		17,666.40	4.1	4,42E+09	4,72E+09	4,93E+09	5,08E+09	5,29E+09	4,89E+09	18,627.51	10,048.43	10,450.79	10,652.16	11,053.51	10,365.48	9.246236353	1,187,000	1,200,000
Mexico	MEX	846,615	1,094,414	1,043,849.00	2.7	5,81E+11	5,81E+11	5,85E+11	5,94E+11	6,19E+11	5,92E+11	9,056.91	8,888.55	8,797.63	8,797.88	9,045.84	8,917.76	9.095800387	98,000,000	99,400,000
Moldova	MDA	50,870	40,102	40,199.00		1,29E+09	1,37E+09	1,47E+09	1,57E+09	1,68E+09	1,48E+09	1,290.28	1,331.88	1,420.45	1,428.16	1,612.64	1,416.68	7.256071808	4,276,000	4,270,000
Mongolia	MNG	35,148	19,057	28,739.80		9,47E+08	9,56E+08	9,95E+08	1,05E+09	1,16E+09	1,02E+09	1,620.44	1,603.24	1,663.01	1,733.20	1,886.76	1,699.33	7.437990159	2,399,000	2,421,360
Morocco	MAR	660,178	950,959	409,612.00		3,33E+10	3,54E+10	3,66E+10	3,85E+10	3,98E+10	3,67E+10	3,470.28	3,624.91	3,665.74	3,788.13	3,849.68	3,679.75	8.210599714	28,700,000	29,200,000
Mozambique	MZQ	8,796	8,754	8,286.40		3,68E+09	4,16E+09	4,47E+09	4,79E+09	5,16E+09	4,45E+09	881.33	1,002.95	1,015.82	1,058.07	1,140.95	1,019.83	6.927396597	17,700,000	18,100,000
Namibia	NAM	172,816		169,595.00		3,41E+09	3,50E+09	3,58E+09	3,72E+09	3,87E+09	3,62E+09	6,035.33	6,080.72	6,030.07	5,792.89	5,980.12	5,983.93	6.698154442	1,894,000	1,844,250
Nepal	NPL	82,738	127,082	59,161.80		5,49E+09	5,80E+09	5,77E+09	5,94E+09	6,16E+09	5,83E+09	1,321.14	1,364.47	1,330.09	1,341.37	1,374.62	1,346.34	7.205142405	23,000,000	23,600,000
Netherlands	NLD	1,140,000	1,415,000	1,216,500.00	6.5	3,71E+11	3,75E+11	3,76E+11	3,73E+11	3,78E+11	3,75E+11	28,806.26	29,326.62	29,550.49	29,354.14	29,667.70	29,341.04	10.28674257	15,900,000	16,000,000
New Caledonia	NCL	27,786		24,210.40		2,68E+09					2,68E+09	22,206.50					22,206.50	10.00814032	212,700	216,515
New Zealand	NZL			12,170.67	6.6	5,22E+10	5,39E+10	5,63E+10	5,83E+10	6,08E+10	5,63E+10	19,721.48	20,055.55	20,055.53	21,025.98	21,204.98	20,532.90	9.929783952	3,857,800	3,880,500
Nicaragua	NIC			4,498.00	2.4	3,95E+09	4,07E+09	4,11E+09	4,20E+09	4,36E+09	4,14E+09	3,221.14	3,251.03	3,098.18	3,090.24	3,121.54	3,156.43	8.0571954	5,071,000	5,205,000
Niger	NER	7,456	4,350	6,498.00		1,80E+09	1,93E+09	1,98E+09	2,09E+09	2,11E+09	1,98E+09	747.94	775.12	777.29	790.33	774.99	773.13	6.650451919	10,700,000	11,100,000
Nigeria	NGA	64,807		483,353.50	1.7	4,21E+10	4,34E+10	4,41E+10	4,88E+10	5,05E+10	4,58E+10	878.15	869.66	910.51	987.00	1,029.71	935.01	6.840556347	127,000,000	130,000,000
Norway	NOR	23,771,700	21,679,069	23,424,730.60	6.4	1,67E+11	1,71E+11	1,74E+11	1,75E+11	1,80E+11	1,73E+11	34,164.46	34,827.87	34,750.03	34,866.63	34,756.74	34,756.74	10.45612973	4,491,000	4,513,000
Oman	OMN	9,429	9,064	10,527.40		1,99E+10	2,17E+10	2,17E+10	2,23E+10	2,14E+10	2,14E+10	12,480.44	13,254.16	12,982.37	13,032.12	12,937.27	12,937.27	9.467867765	2,470,000	2,478,000
Pakistan	PAK	835,021	879,992	1,275,268.20		7,33E+10	7,47E+10	7,71E+10	8,09E+10	8,61E+10	7,84E+10	1,923.39	1,922.11	1,941.17	1,977.30	2,045.29	1,962.25	7.581847257	138,000,000	141,000,000
Panama	PAN	18,816	19,579	18,282.40	2.6	1,16E+10	1,17E+10	1,22E+10	1,25E+10	1,32E+10	1,22E+10	6,251.97	6,182.95	6,171.93	6,488.57	6,796.46	6,378.38	8.76066883	2,854,000	2,897,000
Papua New Guinea	PNG	32,915		32,915.00		3,42E+09	3,34E+09	3,31E+09	3,40E+09	3,50E+09	3,39E+09	2,368.86	2,274.28	2,268.41	2,455.85	2,373.23	2,348.12	7.76137199	5,130,000	5,254,114
Paraguay	PRY	11,027	11,841	9,953.80		2,22E+09	2,79E+09	2,74E+09	2,97E+09	3,17E+09	2,79E+09	4,674.26	4,681.08	4,489.80	4,483.28	4,504.98	4,566.68	8.426542049	5,270,000	5,390,000
Peru	PER	122,219	119,474	95,767.60	2.6	5,31E+10	5,32E+10	5,58E+10	5,74E+10	6,08E+10	5,62E+10	4,732.76	4,641.37	4,480.30	4,968.82	5,220.55	4,876.76	6.492236205	25,900,000	26,300,000
Philippines	PHL	757,667	810,385	762,519.60	2.5	7,59E+10	7,82E+10	8,06E+10	8,44E+10	8,96E+10	8,17E+10	3,984.52	3,988.77	3,962.63	4,041.23	4,218.02	4,039.04	8.303761081	76,600,000	78,300,000
Poland	POL	21,473,922	25,641,310	24,271,765.80	4.6	1,67E+11	1,68E+11	1,71E+11	1,77E+11	1,86E+11	1,74E+11	10,411.37	10,610.64	10,792.69	11,264.79	11,921.40	11,000.18	9.305667733	38,300,000	38,300,000
Portugal	POR	8,085,511	9,981,167	9,716,322.80	6.1	1,06E+11	1,08E+11	1,08E+11	1,07E+11	1,08E+11	1,08E+11	18,275.46	18,509.70	18,398.29	18,040.40	18,219.65	18,288.70	9.814038662	10,200,000	10,300,000
Romania	ROM	5,396,275	5,842,327	5,396,269.40	2.9	3,71E+10	3,90E+10	4,07E+10	4,27E+10	4,62E+10	4,11E+10	5,965.37	6,365.50	6,759.91	7,175.72	7,720.64	6,797.43	8.82429555	22,400,000	22,100,000
Russian Federation	RUS	13,304,620	15,484,243	13,728,460.80	3.4	2,60E+11	2,73E+11	2,86E+11	3,07E+11	3,29E+11	2,91E+11	7,086.35	7,396.51	7,820.65	8,533.61	9,128.21	7,993.06	8.86323937	146,000,000	145,000,000
Rwanda	RWA	11,803	6,344	7,992.25		1,81E+09	1,93E+09	2,11E+09	2,13E+09	2,21E+09	2,04E+09	1,086.92	1,132.65	1,201.29	1,187.83	1,227.24	1,167.18	7.062349975	7,709,000	7,933,000
Samoa	WSM	4,857		5,715.50		2,31E+08	2,45E+08	2,48E+08	2,46E+08	2,54E+08	2,45E+08	4,976.86	5,249.73	5,270.32	5,116.59	5,270.06	5,174.91	8.551577304	172,000	174,000
Saudi Arabia	SAU	610,473	573,868	540,069.40		1,88E+11	1,89E+11	1,90E+11	2,04E+11	2,15E+11	1,97E+11	12,699.74	12,499.28	12,151.38	12,772.28	12,976.98	12,619.93	9.443032748	20,700,000	21,300,000
Senegal	SEN	27,660	23,060	24,303.60		4,37E+09	4,62E+09	4,67E+09	4,97E+09	5,27E+09	4,78E+09	1,481.44	1,523.25	1,531.22	1,556.80	1,614.84	1,541.51	7.340516826	9,530,000	9,768,000
Serbia and Montenegro	YUG	1,215,907	1,218,468	1,349,078.60		8,60E+09	9,08E+09	9,42E+09	9,67E+09	1,04E+10	9,43E+09								10,600,000	10,700,000
Seychelles	SYC	7,229		7,016.40		6,18E+08	6,04E+08	6,06E+08	5,68E+08	5,57E+08	5,91E+08	17,968.39	17,185.58	17,894.64	15,844.42	15,122.78	16,803.16	9.729323262	81,130	81,202
Sierra Leone	SLE			1,122.33		6,34E+08	7,49E+08	9,54E+08	1,04E+09	1,12E+09	8,99E+08	463.62	537.60	671.40	716.46	754.08	628.63	6.433545998	5,031,000	5,133,384
Singapore	SGP	671,000	598,000	654,000.00	6.4	9,15E+10	8,96E+10	9,22E+10	9,45E+10	1,02E+11	9,40E+10	23,609.84	22,315.01	23,577.93	23,517.41	25,240.26	23,652.09	10.07120676	4,018,000	4,131,000
Slovakia	SVK	7,417,838	7,437,830	7,748,748.00	6	2,02E+10	2,10E+10	2,20E+10	2,29E+10	2,42E+10	2,21E+10	11,315.28	11,739.09	12,329.56	12,658.40	13,437.14	12,295.89	9.417020664	5,379,000	5,379,000
Slovenia	SVN	4,093,550	5,331,310	3,648,873.60	6.1	1,91E+10	1,96E+10	2,02E+10	2,07E+10	2,17E+10	2,03E+10	16,896.77	17,309.82	18,017.70	18,473.81	19,251.18	17,989.86	9.797563322	1,989,000	1,992,000
Solomon Islands	SLB	1,438		2,964.50		2,99E+08	2,72E+08	2,68E+08	2,82E+08	2,92E+08	2,83E+08	1,875.23	1,654.82	1,622.45	1,650.64	1,641.36	1,688.90	7.431831524	419,000	430,764
Spain	ESP	21,618,143	23,171,392	20,881,221.00	5.5	5,62E+11	5,78E+11	5,90E+11	6,04E+11	6,23E+11	5,91E+11	21,571.36	22,134.20	22,444.72	22,850.07	23,452.89	22,490.65	10.02085486	40,500,000	40,700,000
Sri Lanka	LKA	1,676,000	858,522	1,134,941.40	3.2	1,63E+10	1,61E+10	1,67E+10	1,77E+10	1,88E+10	1,71E+10	3,625.30	3,344.45	3,422.58	3,543.39	3,862.29	3,559.60	8.177403514	18,700,000	18,700,000
St. Lucia	LCA	9,989	10,249	10,186.00		6,83E+08	6,54E+08	6,56E+08	6,76E+08	7,00E+08	6,74E+08	5,620.43	5,321.71	5,306.00	5,447.25	5,548.25	5,448.73	8.603173356	156,000	158,018
Sudan	SDN	3,969	4,360	4,569.20		1,22E+10	1,29E+10	1,37E+10	1,45E+10	1,54E+10	1,37E+10	1,766.77	1,736.01	1,747.71	1,815.73	1,868.91	1,787.02	7.488930636	31,400,000	32,100,000
Suriname	SUR	10,475.67		8,92E+08	9,32E+08	9,60E+08	1,01E+09	1,06E+09	9,71E+08										425,000	429,072
Swaziland	SWZ	5,869	5,504	5,643.40		1,39E+09	1,41E+09	1,45E+09	1,49E+09	1,52E+09	1,45E+09	4,394.16	4,150.21	4,507.33	4,587.10	4,588.56	4,445.47	8.399641149	1,045,000	1,067,944
Switzerland	CHE	114,914,000	112,888,000	118,136,253.40	6.7	2,46E+11	2,49E+11	2,49E+11	2,48E+11	2,52E+11	2,49E+11	30,299.09	31,203.36	31,019.92	30,655.91	31,041.91	30,844.04	10.33669875	7,180,000	7,231,000
Syrian Arab Rep.	SYR	25,887	26,665	26,290.00		1,80E+10	1,87E+10	1,93E+10	1,97E+10	2,04E+10	1,92E+10	3,344.98	3,347.91	3,419.49	3,515.05	3,651.0				

STATA DO FILE

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*DO-FILE FOR PAE
*MODERNIZING THE MEXICAN POSTAL SERVICE
*MARCO LOPEZ-SILVA AND ALMUDENA SUAREZ-FERNANDEZ
*THIS STATA DO FILE DESCRIBES HOW MOST CALCULATIONS WERE MADE, USING
INTERCOOLED STATA 8.2

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Nuevos\PAE-StataFinal.log", replace
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*GRAPH FOR LETTERS PER CAPITA VS INCOME PER CAPITA
*Regress to graph regression line
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*Generate graph
  twoway (scatter logletterspercapita loggdppc if wbcode~="GRD" & wbcode ~="DEU"
& wbcode~="LVA" & wbcode~="OMN" & wbcode~="CRI" & wbcode~="LCA" & wbcode ~="
MEX" & wbcode ~="USA" & wbcode~="MYS" & wbcode~="CHL" & wbcode~="BRA" &
wbcode~="AUS" & wbcode~="URY" & wbcode~="ARG", msymbol(none) mlabel(wbcode)
mlabsize(vsmall) mlabposition(0)) (scatter logletterspercapita loggdppc if
wbcode == "MEX" | wbcode == "USA" | wbcode=="CHL" | wbcode=="BRA" | wbcode
=="DEU" | wbcode=="ARG", msymbol(none) mlabel(wbcode) mlabsize(small)
mlabcolor(red) mlabposition(0)) (line logletterspercapitahat loggdppc,
clcolor(red) clwidth(thin)), ytitle("Pieces of mail, per capita, per year
(Log)", size(medsmall)) xtitle("GDP per Cápite (Log, Average 2000-2004, USD
2000 @PPP)", size(medsmall)) xscale(range(6 10)) legend(off)
graphregion(fcolor(white) ifcolor(white)) plotregion(fcolor(white))
*Regress w/o logs to calculate
reg averageletterspercapita averagegdppc, robust
predict averageletterspercapitahat
browse wbcode loggdppc averageletterspercapita averageletterspercapitahat

*IDENTIFICATION OF OUTPERFORMERS
  twoway (scatter logletterspercapita loggdppc if logletterspercapita >
1.10*logletterspercapitahat & loggdppc>8, msymbol(none) mlabel(wbcode)
mlabsize(vsmall) mlabposition(0)) (line logletterspercapitahat loggdppc,
clcolor(red) clwidth(thin)), ytitle("Pieces of mail, per capita, per year
(Log)", size(medsmall)) xtitle("GDP per Cápite (Log, Average 2000-2004, USD
2000 @PPP)", size(medsmall)) xscale(range(7 11)) yscale(range(2 7)) legend(off)
graphregion(fcolor(white) ifcolor(white)) plotregion(fcolor(white))
browse country wbcode averagegdppc averageletterspercapita
averageletterspercapitahat if averageletterspercapita >
1.1*averageletterspercapitahat & averageletterspercapitahat>0 &
averageletterspercapita~=. & averagegdppc > 5000

*GRAPH FOR LETTERS VS OPERATING REVENUE
reg logaverageoperatingrevenue logaverageletters, robust
predict logaverageoperatingrevenuehat
  twoway (scatter logaverageoperatingrevenue logaverageletters if wbcode~="MYS" &
wbcode~="THA" & wbcode~="MEX" & wbcode~="SGP", msymbol(none) mlabel(wbcode)
mlabsize(tiny)) (scatter logaverageoperatingrevenue logaverageletters if
wbcode=="MEX", msymbol(none) mlabel(wbcode) mlabsize(tiny) mlabcolor(red))
(line logaverageoperatingrevenuehat logaverageletters, clwidth(medthin)),
```

```
ytitle("Ingresos Operativos Promedio, SDR (Log)", size(small)) xtitle(Piezas de Correspondencia Anuales Promedio (Log), size(small)) title(Ingresos Operativos vs Piezas de Correspondencia Anuales, size(medium)) subtitle(Promedio 2000-2004, size(medsmall)) legend(off)
```

```
*GRAPH FOR GDPpc vs OPERATING INCOME PER LETTER
```

```
reg logopincomeperletter loggdppc, robust
predict logopincomeperletterhat
twoway (scatter logopincomeperletter loggdppc if wbcode~="DEU" & wbcode~="BWA"
& wbcode~="DZA" & wbcode~="SUR" & wbcode~="CZE" & wbcode~="LBY" & wbcode~="MEX"
& wbcode~="CHL" & wbcode~="MYS" & wbcode~="ARG" & wbcode~="BRA" & wbcode~="USA"
& wbcode~="URY" & wbcode~="LTU" & wbcode~="ATG", msymbol(none) mlabel(wbcode)
mlabsize(vsmall) mlabposition(0)) (scatter logopincomeperletter loggdppc if
wbcode=="MEX" | wbcode=="CHL" | wbcode=="MYS" | wbcode=="ARG" | wbcode=="BRA" |
wbcode=="USA" | wbcode=="URY" | wbcode=="DEU", msymbol(none) mlabel(wbcode)
mlabsize(small) mlabcolor(red) mlabposition(0)) (line logopincomeperletterhat
loggdppc, clwidth(medthin)), ytitle("Operating Income per letter, SDR, Avg
2000-2004 (Log)", size(small)) xtitle("GDP per cápita, Average 2000-2004, USD
@PPP 2000 (Log)", size(small)) legend(off) graphregion(fcolor(white)
ifcolor(white)) plotregion(fcolor(white))
*Regress w/o logs to calculate
reg opincomeperletter averagegdppc, robust
predict opincomeperletterhat
browse wbcode opincomeperletter opincomeperletterhat
```

```
*GRAPH FOR LETTER/EMPLOYEE, VS GDPPC
```

```
reg loglettersperemployee loggdppc, robust
predict loglettersperemployeehat
twoway (scatter loglettersperemployee loggdppc if wbcode~="DEU" & wbcode~="EST"
& wbcode~="SYC" & wbcode~="MUS" & wbcode~="MEX" & wbcode~="CHL" & wbcode~="MYS"
& wbcode~="ARG" & wbcode~="BRA" & wbcode~="USA" & wbcode~="URY" & wbcode~="CZE"
& wbcode~="LBY" & wbcode~="BWA" & wbcode~="ATG", msymbol(none) mlabel(wbcode)
mlabsize(vsmall) mlabposition(0)) (scatter loglettersperemployee loggdppc if
wbcode=="MEX" | wbcode=="CHL" | wbcode=="MYS" | wbcode=="ARG" | wbcode=="BRA" |
wbcode=="USA" | wbcode=="URY" | wbcode=="DEU", msymbol(none) mlabel(wbcode)
mlabsize(small) mlabcolor(red) mlabposition(0)) (line loglettersperemployeehat
loggdppc, clwidth(medthin)), ytitle("Pieces of Mail handled per employee
(Log)", size(medsmall)) xtitle("GDP per capita (Log), Average 2000-2004, USD
@PPP 2000", size(medsmall)) legend(off) graphregion(fcolor(white)
ifcolor(white)) plotregion(fcolor(white))
```

```
*Regress w/o logs to calculate
```

```
reg lettersperemployee averagegdppc, robust
predict lettersperemployeehat
browse wbcode lettersperemployee lettersperemployeehat
```

STATA LOG-FILE

```
-----
log: C:\Documents and Settings\Ana Espinosa\My Documents\Marco\PAE
Nuevo
> s\PAE-StataFinal.log
log type: text
opened on: 23 Mar 2006, 20:28:24

. use "C:\Documents and Settings\Ana Espinosa\My Documents\Marco\PAE
Nuevos\Post
> alDatabase.dta", clear

.
. *GRAPH FOR LETTERS PER CAPITA VS INCOME PER CAPITA
. *Regress to graph regression line
. reg logletterspercapita loggdppc, robust

Regression with robust standard errors
                                                    Number of obs =      147
                                                    F( 1, 145) = 417.40
                                                    Prob > F      = 0.0000
                                                    R-squared     = 0.7396
                                                    Root MSE     = 1.3059

-----
logletters~a |           Coef.   Robust          t    P>|t|    [95% Conf. Interval]
-----+-----
loggdppc |    1.911004   .0935372    20.43   0.000    1.726132    2.095877
   _cons |   -14.33188   .8545824   -16.77   0.000   -16.02093   -12.64283
-----

. predict logletterspercapitahat
(option xb assumed; fitted values)
(8 missing values generated)

. *Generate graph
. twoway (scatter logletterspercapita loggdppc if wbcodes=="GRD" & wbcodes
=="DEU
> " & wbcodes=="LVA" & wbcodes=="OMN" & wbcodes=="CRI" & wbcodes=="LCA" & wbcodes ==
> "MEX" & wbcodes=="USA" & wbcodes=="MYS" & wbcodes=="CHL" & wbcodes=="BRA" &
wbcodes
> e=="AUS" & wbcodes=="URY" & wbcodes=="ARG", msymbol(none) mlabel(wbcodes)
mlabsiz
> e(vsmall) mlabposition(0)) (scatter logletterspercapita loggdppc if wbcodes ==
> "MEX" | wbcodes=="USA" | wbcodes=="CHL" | wbcodes=="BRA" | wbcodes=="DEU" |
wbcodes
> de=="ARG", msymbol(none) mlabel(wbcodes) mlabsize(small) mlabcolor(red)
mlabpos
> ition(0)) (line logletterspercapitahat loggdppc, clcolor(red) clwidth(thin)),
> ytitle("Pieces of mail, per capita, per year (Log)", size(medsmall))
xtitle("G
> DP per Cápite (Log, Average 2000-2004, USD 2000 @PPP)", size(medsmall))
xscale
> (range(6 10)) legend(off) graphregion(fcolor(white) ifcolor(white))
plotregion
-----
```

```
> (fcolor(white))
```

```
. *Regress w/o logs to calculate  
. reg averageletterspercapita averagegdppc, robust
```

```
Regression with robust standard errors
```

Number of obs =	147
F(1, 145) =	59.02
Prob > F	= 0.0000
R-squared	= 0.6689
Root MSE	= 73.721

```
-----  
averagelet~a |           Coef.      Robust  
                |           Std. Err.      t    P>|t|      [95% Conf. Interval]  
-----+-----  
averagegdppc |      .0107261      .0013962      7.68  0.000      .0079665      .0134857  
   _cons |     -33.81534      7.717025     -4.38  0.000     -49.06773     -18.56295  
-----
```

```
. predict averageletterspercapitahat  
(option xb assumed; fitted values)  
(8 missing values generated)
```

```
. browse wcode loggdppc averageletterspercapita averageletterspercapitahat
```

```
.  
. *IDENTIFICATION OF OUTPERFORMERS  
. twoway (scatter logletterspercapita loggdppc if logletterspercapita >  
1.10*lo  
> gletterspercapitahat & loggdppc>8, msymbol(none) mlabel(wcode)  
mlabsize(vsmall  
> 1) mlabposition(0)) (line logletterspercapitahat loggdppc, clcolor(red)  
clwidth  
> h(thin)), ytitle("Pieces of mail, per capita, per year (Log)",  
size(medsmall))  
> xtitle("GDP per Cápita (Log, Average 2000-2004, USD 2000 @PPP)",  
size(medsmall  
> 1)) xscale(range(7 11)) yscale(range(2 7)) legend(off)  
graphregion(fcolor(whit  
> e) ifcolor(white)) plotregion(fcolor(white))
```

```
. browse country wcode averagegdppc averageletterspercapita  
averagelettersperca  
> pitahat if averageletterspercapita > 1.1*averageletterspercapitahat &  
averagel  
> etterspercapitahat>0 & averageletterspercapita~=. & averagegdppc > 5000
```

```
.  
. *GRAPH FOR LETTERS VS OPERATING REVENUE  
. reg logaverageoperatingrevenue logaverageletters, robust
```

```
Regression with robust standard errors
```

Number of obs =	157
F(1, 155) =	838.94
Prob > F	= 0.0000
R-squared	= 0.8786
Root MSE	= .95615

logaverage~e	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
logaverage~s	.9276588	.0320274	28.96	0.000	.8643922	.9909254
_cons	.1657036	.5725019	0.29	0.773	-.9652094	1.296616

```
. predict logaverageoperatingrevenuehat
(option xb assumed; fitted values)
(3 missing values generated)
```

```
. twoway (scatter logaverageoperatingrevenue logaverageletters if wbcod~="MYS"
> & wbcod~="THA" & wbcod~="MEX" & wbcod~="SGP", msymbol(none) mlabel(wbcod)
> mlabsz(size(tiny)) (scatter logaverageoperatingrevenue logaverageletters if
wbcod
> e=="MEX", msymbol(none) mlabel(wbcod) mlabsz(size(tiny)) mlabcolor(red)) (line
lo
> gaverageoperatingrevenuehat logaverageletters, clwidth(medthin)),
ytitle("Ingr
> esos Operativos Promedio, SDR (Log)", size(small)) xtitle(Piezas de
Correspond
> encia Anuales Promedio (Log), size(small)) title(Ingresos Operativos vs
Piezas
> de Correspondencia Anuales, size(medium)) subtitle(Promedio 2000-2004,
size(m
> edsmall)) legend(off)
```

```
.
. *GRAPH FOR GDPpc vs OPERATING INCOME PER LETTER
. reg logopincomperletter loggdppc, robust
```

```
Regression with robust standard errors
```

Number of obs =	151
F(1, 149) =	2.83
Prob > F =	0.0946
R-squared =	0.0173
Root MSE =	.93629

logopincom~r	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
loggdppc	.1080301	.0642242	1.68	0.095	-.0188777	.2349379
_cons	-2.060228	.5784463	-3.56	0.000	-3.203246	-.9172106

```
. predict logopincomperletterhat
(option xb assumed; fitted values)
(8 missing values generated)
```

```
. twoway (scatter logopincomperletter loggdppc if wbcod~="DEU" &
wbcod~="BWA"
> & wbcod~="DZA" & wbcod~="SUR" & wbcod~="CZE" & wbcod~="LBY" &
wbcod~="ME
> X" & wbcod~="CHL" & wbcod~="MYS" & wbcod~="ARG" & wbcod~="BRA" &
wbcod~="
```

```

> USA" & wbcodes=="URY" & wbcodes=="LTU" & wbcodes=="ATG", msymbol(none)
mlabel(wbcodes)
> ode) mlabsize(vsmall) mlabposition(0)) (scatter logopincomeperletter loggdppc
> if wbcodes=="MEX" | wbcodes=="CHL" | wbcodes=="MYS" | wbcodes=="ARG" |
wbcodes=="BR
> A" | wbcodes=="USA" | wbcodes=="URY" | wbcodes=="DEU", msymbol(none)
mlabel(wbcodes)
> e) mlabsize(small) mlabcolor(red) mlabposition(0)) (line
logopincomeperletterh
> at loggdppc, clwidth(medthin)), ytitle("Operating Income per letter, SDR, Avg
> 2000-2004 (Log)", size(small)) xtitle("GDP per cápita, Average 2000-2004, USD
> @PPP 2000 (Log)", size(small)) legend(off) graphregion(fcolor(white)
ifcolor(w
> hite)) plotregion(fcolor(white))

. *Regress w/o logs to calculate
. reg opincomeperletter averagegdppc, robust

```

```

Regression with robust standard errors
Number of obs =      151
F( 1, 149) =      1.11
Prob > F      =      0.2932
R-squared     =      0.0061
Root MSE     =      .42019

```

```

-----

```

opincomeperletter	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
averagegdppc	3.32e-06	3.15e-06	1.05	0.293	-2.90e-06	9.55e-06
_cons	.4371244	.0516159	8.47	0.000	.3351306	.5391182

```

-----

```

```

. predict opincomeperletterhat
(option xb assumed; fitted values)
(8 missing values generated)

. browse wbcodes opincomeperletter opincomeperletterhat

.
. *GRAPH FOR LETTER/EMPLOYEE, VS GDPPC
. reg loglettersperemployee loggdppc, robust

```

```

Regression with robust standard errors
Number of obs =      153
F( 1, 151) =     112.34
Prob > F      =      0.0000
R-squared     =      0.4019
Root MSE     =      1.0489

```

```

-----

```

loglettersperemployee	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
loggdppc	.7455794	.0703444	10.60	0.000	.6065931	.8845657
_cons	3.427795	.642246	5.34	0.000	2.158846	4.696744

```

-----

```

```

. predict loglettersperemployeehat

```

```
(option xb assumed; fitted values)
(8 missing values generated)
```

```
. twoway (scatter loglettersperemployee loggdppc if wbcodes=="DEU" &
wbcodes=="EST
> " & wbcodes=="SYC" & wbcodes=="MUS" & wbcodes=="MEX" & wbcodes=="CHL" &
wbcodes=="M
> YS" & wbcodes=="ARG" & wbcodes=="BRA" & wbcodes=="USA" & wbcodes=="URY" &
wbcodes=="
> "CZE" & wbcodes=="LBY" & wbcodes=="BWA" & wbcodes=="ATG", msymbol(none)
mlabel(wb
> code) mlabsize(vsmall) mlabposition(0)) (scatter loglettersperemployee
loggdpp
> c if wbcodes=="MEX" | wbcodes=="CHL" | wbcodes=="MYS" | wbcodes=="ARG" |
wbcodes=="
> BRA" | wbcodes=="USA" | wbcodes=="URY" | wbcodes=="DEU", msymbol(none)
mlabel(wbc
> ode) mlabsize(small) mlabcolor(red) mlabposition(0)) (line
loglettersperemploy
> eehat loggdppc, clwidth(medthin)), ytitle("Pieces of Mail handled per
employee
> (Log)", size(medsmall)) xtitle("GDP per capita (Log), Average 2000-2004, USD
> @PPP 2000", size(medsmall)) legend(off) graphregion(fcolor(white)
ifcolor(whit
> e)) plotregion(fcolor(white))
```

```
.
. *Regress w/o logs to calculate
. reg lettersperemployee averagegdppc, robust
```

```
Regression with robust standard errors
```

					Number of obs =	153
					F(1, 151) =	38.42
					Prob > F =	0.0000
					R-squared =	0.4348
					Root MSE =	30540

```
-----+-----
```

lettersper~e	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
averagegdppc	2.721463	.4390675	6.20	0.000	1.853954	3.588972
_cons	10833.99	3077.584	3.52	0.001	4753.305	16914.68

```
-----+-----
```

```
. predict lettersperemployeehat
(option xb assumed; fitted values)
(8 missing values generated)
```

```
. browse wbcodes lettersperemployee lettersperemployeehat
```

```
.
end of do-file
```

```
. exit, clear
```

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- *SEPOMEX cannot guarantee the ballots mailed from abroad* (“[No garantiza SEPOMEX Voto en el exterior](#)”); EFE Agency; May 26th 2005.
- *The Post and the Telegraph, in bankruptcy – Cerisola* (“*Correos y telégrafos, en quiebra.- Cerisola*”); Reforma; Mexico City; December 6th 2001.

APPENDIX C – Interviews

During December 2005 and January 2006, our team held interviews with the following persons:

- *Mr. Jorge Alvarez-Hoth,*
Undersecretary of Communications, Ministry of Communications and Transportation.
- *Mr. Eric Luis Rubio-Barthell,*
Senator from Partido Revolucionario Institucional, Secretary of the Senate's Communications and Transportation Commission.
- *Mr. Manuel Bartlett-Díaz,*
Senator from Partido Revolucionario Institucional.
- *Mr. Tomas Cruz-Martínez,*
Representative from Partido de la Revolución Democrática, member of the Chamber's Communications Commission.
- *Mr. Jesús Porfirio González-Schmal,*
Representative from Convergencia Party, member of the Chamber's Communications Commission.
- *Mr. Guillermo Velasco-Rodríguez ,*
Representative from Partido Verde Ecologista de México.
- *Mr. Jorge Legorreta-Ordorica,*
Representative from Partido Verde Ecologista de México, Secretary of the Chamber's Communications Commission.
- Several SEPOMEX officers who asked to remain unidentified.
- Two SEPOMEX mailmen who asked to remain unidentified.
- One former SEPOMEX employee who asked to remain unidentified.

Due to the concerns about our unidentified sources, we cannot provide transcriptions for our interviews.

Information obtained by way of interviews was treated as suggestive, rather than as conclusive. Our analysis was mainly based on publicly available evidence, documents and databases.

APPENDIX D – A sample of Postal Systems

Country / Web link / Reform Year	State Percentage of Equity	Legal Status of Organization	Universal Service Obligation	Monopoly	Governed by
Japan ⁷¹ www.post.japanpost.jp Projected for 2007	1/3 of the stock projected for 2017	Corporation ruled by private corporate law	Yes	No clear information available	Board
New Zealand ⁷² www.nzpost.co.nz 1987	100%	Corporation ruled by private corporate law (limited liability company)	Yes	No	Board
Australia ⁷³ www.auspost.com.au 1989	100%	Corporation ruled by private corporate law (Government Business Enterprise)	Yes	Yes: Letters up to 250g. and under the price of 4 stamps (magazines, newspapers, leaflets, etc. not included)	Board
Sweden ⁷⁴ www.posten.se 1993	100%	Corporation ruled by private corporate law (Limited Liability Company)	Yes	No	Board
Netherlands ⁷⁵ www.tpgpost.com 1989	48%	Corporation ruled by private corporate law (In concession to TNT Group)	Yes	Yes, Letters up to 100g	TNT Board/ TPG Director/ TPG Board
Denmark ⁷⁶ www.postdanmark.dk 1995	100%	Corporation ruled by private corporate law (Public Limited Company)	Yes	Yes, Letters up to 250g. of weight.	Board
United Kingdom ⁷⁷ www.royalmail.com 2000	100%	Corporation ruled by private corporate law (Public Limited Company)	Yes	No (Since January 2006)	Board
Germany ⁷⁸ www.deutschepost.de 1989	69%	Corporation ruled by private corporate law. The German Post owns DHL.	Yes, but universal service is defined as "adequate and appropriate" services. Also, it is the Government's responsibility to provide universal service is that of the government and Deutsche Post's. Universal	Currently for letters up to a weight of 50g, but will be eliminated by 2008.	Board

⁷¹ Information on how the Japanese Post will be reformed this year. Source: Financial Times (US Edition); *Special Report Japan: Postal Privatization*; Tuesday, December 13, 2005.

⁷² Source: Dominion of New Zealand; *Postal Services Act 1998* and *Companies Act 1993*.

⁷³ Source: Commonwealth of Australia; *Australian Postal Corporation Act 1989*.

⁷⁴ Source: Kingdom of Sweden; *Postal Services Act (1993:1684)* and *Postal Statutes*.

⁷⁵ Source: Kingdom of the Netherlands; *Postal Act 2000* and *Postal Decree*.

⁷⁶ Source: Kingdom of Denmark; *Post Denmark A/S Act, No. 409, June 6th, 2002*.

⁷⁷ Source: United Kingdom; *Postal Services Act 2000*.

⁷⁸ Source: Federal Republic of Germany; *Postal Act 1989, Postal Act 1994, and Postal Act 1997*.

Country / Web link / Reform Year	State Percentage of Equity	Legal Status of Organization	Universal Service Obligation	Monopoly	Governed by
			Service is financed through a licensing scheme.		
Spain ⁷⁹ www.correos.es 1992	100%	Corporation ruled by private corporate law (Anonymous Society)	Yes	Yes, Letters up to 50g. plus some government documents, and money orders.	Board
Argentina ⁸⁰ www.correoargentino.com.ar 1997	100%	Corporation ruled by private corporate law (Anonymous Society)	Yes Only for letters/postcards weighing less than 20g.	No	Board
Brazil ⁸¹ www.correios.com.br N.A.	100%	Public Company Dependant of the Ministry of Communications	Yes	Yes	Board
Colombia ⁸² www.adpostal.gov.co 1995	100%	Private company operating under license of the Ministry of Communications	Yes	Legally no, but handling of all bulk mail with a weight less than 2kg has been licensed to one company.	Board
Chile ⁸³ www.correos.cl N.A.	100%	Autonomous Public Company	Yes	Yes	Directorate (For decision making requires the approval of the Republic's General Controller, Receives government resources)
Uruguay ⁸⁴ www.correo.com.uy N.A.	100%	Decentralized Public Company	Yes	Yes	Directorate (For decision making requires the approval of the Republic's Accounting Tribunal, Receives government resources)

⁷⁹ Source: Kingdom of Spain; *Postal Law (Law 24/1998) and Law 14/2000.*

⁸⁰ Source: Republic of Argentina; *Decree No. 721/2004, Decree No. 840/97, and Decree No. 1187/93.*

⁸¹ Source: Republic of Brazil; *Decree No. 83.726 / 1979.*

⁸² Source: Republic of Colombia; *Decree No.229 /1995.*

⁸³ Source: Republic of Chile; *Norm DFL-10.*

⁸⁴ Source: Oriental Republic of Uruguay; *Law No. 16.736/1996 and Law No. 5.353/1915.*

APPENDIX E – Services Offered by the World’s Most Successful Postal Services

Country	Services Offered
New Zealand www.nzpost.co.nz	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ Express mail service ➤ Bill payment (in postal offices) ➤ Motor Vehicle Services ➤ E-bill (online bill payment) ➤ Money transfers / Money orders ➤ Currency exchange ➤ Travel booking payments ➤ Purchase pre-paid services ➤ Banking services (in partnership with banks) ➤ Bonus Bonds (lottery savings bonds) ➤ PO boxes and private bags ➤ Event ticket purchase ➤ Stamp and collectible sale ➤ Direct Marketing
Czech Republic www.cpost.cz	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ Express mail service ➤ Money orders ➤ Hybrid Post (designing, printing, enveloping, and sending of marketing materials and catalogues. ➤ Electronic services: Post certification for data security and stamp ordering. ➤ Stamp and collectible sale
Finland www.posti.fi	<ul style="list-style-type: none"> ➤ Messaging <ul style="list-style-type: none"> ○ Dispatch and receipt of national and international letters, documents, and parcels. ○ Newspaper and Magazine delivery ○ Direct mail distribution ○ Stamp and collectible sale. ➤ Information Logistics <ul style="list-style-type: none"> ○ Digital printing ○ E-business and E-transactions ○ Information management ○ Direct Marketing ➤ Logistics <ul style="list-style-type: none"> ○ Transport and parcel services ○ Warehouse and terminal services ○ Application services
France www.laposte.fr	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ E-mail services ➤ Stamp and collectible sale ➤ Express mail/parcel delivery ➤ E-Como (electronic parcel tracking assistant) ➤ Postal Bank ➤ Direct marketing
Netherlands www.tpgpost.com www.tnt.com	<ul style="list-style-type: none"> ➤ TPG Post <ul style="list-style-type: none"> ○ Collecting, sorting, transporting and delivering national and international letters and parcels ○ Data and document services ○ Direct mail ○ E-commerce ○ International post. ➤ TNT Logistics <ul style="list-style-type: none"> ○ Local and global solutions for businesses

Country	Services Offered
	<ul style="list-style-type: none"> ➤ TNT Express <ul style="list-style-type: none"> ○ Express delivery of documents and parcels
Norway www.posten.no	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ Direct mail ➤ Express mail ➤ Banking services ➤ Communication and logistic services
Slovenia www.posta.si	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ Direct mail ➤ Express mail ➤ Stamp sale
Switzerland www.swisspost.ch	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ Express mail ➤ Direct mail ➤ Logistics solutions for businesses ➤ Stamp and collectible sale ➤ Real Estate ➤ Post shop (sale of IT products, event tickets, pre-paid services, digital photo prints, sweets, gifts, etc) ➤ Financial services (savings accounts, investments, pension plans, mortgages, etc) ➤ Travel services
United Kingdom www.royalmailgroup.com	<ul style="list-style-type: none"> ➤ Post Office <ul style="list-style-type: none"> ○ Insurance (travel, home, and auto) ○ Passport and License issuance ○ Currency Exchange ○ Home Phone Service ○ Phone and Mobile Phone Card sale ○ Savings and Investment Services ○ Loan Services ○ Bill-Payment services ○ Money Orders ○ Cash withdrawal services from bank accounts ○ Post Office card account (basic account to receive benefits, pensions, and tax credit payments) ○ Lottery ticket sale ○ Cash collection service for businesses ○ Check authority cards (identity cards to pay by check at the post office) ○ Gift and flower sale ○ Post Office Magazine ➤ Royal Mail <ul style="list-style-type: none"> ○ Dispatch and receipt of national and international letters, documents, and parcels. ○ Direct Mail ○ Stamp and collectible sale ○ One day mail and parcel delivery services ○ Logistics solutions for businesses ○ Mail Security Check-up ○ Transportation of merchandize ○ Management of incoming and outgoing mail. ○ Mail-room management solutions ○ Warehousing ○ PO Boxes and private bags. ➤ Parcelforce Worldwide <ul style="list-style-type: none"> ○ National and International express parcel dispatch and receipt. ○ Exporting and Importing services
USA www.usps.com	<ul style="list-style-type: none"> ➤ Dispatch and receipt of national and international letters, documents, and parcels. ➤ PO Boxes ➤ Direct mail services

Country	Services Offered
	<ul style="list-style-type: none"><li data-bbox="602 222 894 254">➤ Stamp and collectible sale<li data-bbox="602 254 873 285">➤ Sale of mailing supplies<li data-bbox="602 285 1040 317">➤ Mail management services for businesses<li data-bbox="602 317 792 348">➤ Money Orders<li data-bbox="602 348 776 380">➤ Express mail<li data-bbox="602 380 818 411">➤ Passport issuance