



POSTAL STRATEGY COMMITTEE (SC)
PAPU/SC/IPG/01/2025 - Doc No. 04

INVESTMENTS AND PROJECTS WORKING GROUP

07th May 2025 (Online) 09:00 GMT

**PROJECTS AND PROGRAMMES FOR THE STRATEGIC INTERVENTIONS FOR THE NEXT CYCLE
 (2026-2030)**

<p>1. Subject: Projects and Programmes for the Strategic Interventions for the Next Cycle (2026-2030):</p> <ul style="list-style-type: none"> a. Digitalization for improving Postal Services in Africa Project-Identified Projects b. Resource Mobilization Conference 	<p>References/paragraphs</p> <ul style="list-style-type: none"> • PAPU Programme of Activities 2022-2025 • PAPU DRAFT STRATEGY 2026-2030 • AU Improvement of Digitalization of Postal Services Project
<p>2. Decisions expected</p> <ul style="list-style-type: none"> a. Take note of the Report b. Advise on the Projects from the Digitalization for the improvement of Postal Services in Africa Study c. Take note of the Planned Resource Mobilization Conference d. Provide guidance where necessary 	

1.0 INTRODUCTION

A set of recommended ICT reforms and postal policies for the postal sector is well-drawn up in the African Union Digital Transformation Strategy for Africa 2020-2030. These are summarized as follows:

- i) Consider the postal sector and postal financial services (PSF) as an essential component of the digital economy and financial inclusion ecosystem;
- ii) Include postal digitization in the national priorities and the national digital strategy as part of the Postal Innovation Strategy;
- iii) Accelerate and intensify policy reform and accelerate the implementation of existing decisions of AU political organs on reform, universal postal service, financial inclusion, postal codes, and addressing systems;
- iv) Promote the postal sector as a key vector for socio-economic development;

- v) Use the postal sector as a platform to provide government services to all citizens for digital, financial, and social inclusion.

Realizing that implementing these recommendations cannot be meaningfully achieved, it was clear that assessing the level of digitalization of Posts in Africa was unavoidable and indispensable. Thus, in 2020 the AUC in collaboration with PAPU, UPU, Agence Française De Développement (AFD) and Expertise France commissioned a study to assess the level of digitalization in the African Post to ultimately harmonize and improve digitalization of postal services in Africa for purposes of promoting economic and social inclusion of populations and support the implementation of existing continental transversal projects. The AU Heads of State and Government adopted the study in February 2024.

2.0 PAPU'S PRIORITY AREAS & INTERVENTIONS

Based on the recommendations contained in the Project Report and the evaluation of the postal business operating environment, the 42nd Ordinary Session of the PAPU Administrative Council came up with the Union's Priority Areas for the 2024/25-2026-2030 Cycle as follows:

- **Engage in Digital Transformation:** For product development, diversification and through it achieve high-quality as well as cost-efficient delivery offerings, embracing Fintechs to ensure a postal service that enables all citizens and businesses to connect, grow and include all citizens in rural or urban communities on an equal basis by empowering them with digital access to financial services which are affordable, easily accessed, reliable and have financial education;
- **Embrace E-commerce Business:** Development of an Integrated e-commerce platform and a robust money transfer component;
- **Enhance Customer Experience:** Improve delivery speed, reliability, and communication; implement real-time tracking and convenient services; streamline returns and customer support; establish a model logistics and warehousing infrastructure to enhance both the upstream and downstream strands of the e-commerce supply chain.

3.0 DIGITALIZATION FOR THE IMPROVEMENT OF POSTAL SERVICES IN AFRICA PROJECT-IDENTIFIED PROJECTS

Stemming from the aforementioned priority areas, the Union has to consider the following project areas for implementation:

- Development of an Integrated E-commerce Platform-;
- Establishment of a model logistics and warehousing infrastructure to enhance both the upstream and downstream strands of the e-commerce supply chain;
- Implementation of the Digitalization for improving Postal Services in Africa Project.

4.0 RESOURCE MOBILIZATION: DONORS AND INVESTORS CONFERENCE

Project implementation is the crucial phase when a project plan is put into action, moving from the conceptual stage to delivering tangible results. It involves coordinating resources, managing risks, and ensuring the

project remains within scope, timeline, and budget. At this stage, clear funding mechanisms have to be put in place, and development partners have to be identified. To this end, PAPU and the AUC have been discussing the holding of a resource mobilization Conference. The AUC has set aside some funds to cater for the Conference.

4.1 Objectives of the Resource Mobilization Conference

The main objective of the Conference will be to ensure that all key postal sector stakeholders, namely, governments, regulatory authorities and designated operators, development partners i.e. technology companies, Fintechs etc., are apprised of the recommendations implementation phase of the Project and engage potential development partners who are ready to support the African postal sector technically and financially in improving the digitalization status from where it is currently at.

The specific objectives of the Conference are to equip participants with knowledge on:

- a) Share the agreed-upon Africa's priority areas as approved by the PAPU 42nd Administrative Council;
- b) Present the agreed-upon project areas to be implemented in line with the priority areas approved by the PAPU 42nd Administrative Council;;
- c) Present potential Projects
- d) Identify potential development partners capable of supporting the implementing projects;
- e) Agree on the most relevant methodology for implementation.
- f) Delineate the organization's existing network;

5.0 TARGET GROUP FOR THE DONORS AND INVESTORS CONFERENCE

- a) Government agencies;
- b) Postmasters General/CEOs of Designated Postal Operators;
- c) Directors General of Regulatory bodies;
- d) Development partners
- e) Sub-regional Postal bodies;
- f) Regional Economic Communities;
- g) Technical partners, e.g., Fintechs, etc. (a list of PAPU Partners is attached as **Annex 3**;
- h) Other Postal and courier service providers;

5.1 Methodology

- a) The resource mobilization Conference will be held physically. However, a link will be provided for those who will participate online.
- b) The Conference will be held in Arusha, Tanzania, in August 2025

5.2 Project identification by the Union

The Union has to identify the impactful and priority Projects and Programmes from the proposed list and then proceed to:

- a) Agree on the most relevant methodology for implementation;
- b) Delineate the organization's existing network;
- c) Develop a strategy for engaging potential donors for the Conference and how to approach them;
- d) Develop suitable and shareable communication materials (e.g., emails, letters, and leaflets) and ask for specific support.

A list of Projects is attached for consideration as **Annex 1**

5.3 Facilitation

Subject to confirmation, the Conference will be facilitated by experts from the following institutions:

- a) African Union Commission (AUC);
- b) RECs;
- c) Pan African Postal Union;
- d) Universal Postal Union (UPU)

A draft Concept Note for the Conference containing all the relevant information above is being prepared.

6.0 DECISIONS EXPECTED

The Working Group is hereby requested to:

- Take note of the Report
- Advise on the Projects from the Digitalization for the improvement of Postal Services in Africa Study
- Take note of the Planned Resource Mobilization Conference
- Provide guidance where necessary.

ANNEX 1

PROJECTS AND PROGRAMMES FOR THE NEXT CYCLE

S/N	PILLAR	PROJECT/PROGRAMME
1.	Adoption of regulatory reforms	Develop the legal framework to integrate electronic postal services into the Universal Postal Service
		Put in place a legal framework that encourages collaboration with startups
2.	Development infrastructure and mobile applications	Address the power and connectivity issues of Post Offices by completing the implementation of the Project on Electrification and Connectivity (ECP)
		Implement a cybersecurity policy
		Develop a mobile application dedicated to postal activities
		Develop a P.O. Box Management Solution
3.	Development of digital postal services linked to electronic administration (e-government)	Adapt and Embrace the Digital ID interoperability framework
4.	Enhancement of the role of Posts in digital payments and financial services	Create a digital solution for cash on delivery
		Develop an electronic wallet linked to mobile money within the postal operators
5.	Development of B2C e-commerce platforms, oriented towards postal and SMEs products	Transform postal operators' static websites into dynamic merchant sites
6.	Recommendations for support functions	Strengthen capacities and develop skills and human resources
		Support digital transformation by implementing a Quality Management System (QMS)

PILLAR	RECOMMENDATIONS	No.	PROJECT OR PROGRAMME	PRIORITY AREAS	STAKEHOLDERS AND POTENTIAL PARTNERS
Adoption of regulatory reforms	Include the Posts in national priorities	1	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Regulatory Authority (RA), Ministry for Planning, Finance and Digital Economy, PAPU, AUC, RECs
	Develop the legal framework to integrate electronic postal services into the Universal Postal Service	2	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Regulatory Authority, Ministry in charge of digital economy PAPU,
	Grant the postal operator the status of registration authority for electronic services	3	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Ministry in charge of digital economy
	Create a common fund for the digital economy	4	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Regulatory Authority, Ministry of Finance, Ministry in charge of digital economy
	Put in place a legal framework that encourages collaboration with startups	5	Project	Engage in Digital Transformation Embrace E-commerce Business	Ministry in charge of digital economy PAPU,
Development infrastructure and mobile applications	Address the power and connectivity issues of Post Offices by completing the implementation of the Project on Electrification and Connectivity (ECP)	6	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Ministries in charge of digital economy, energy, environment, PAPU
	Equip Post Offices with innovative IT infrastructure solutions	7	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator
	Implement a cybersecurity policy	8	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, UPU, PAPU, RECs

	Develop a mobile application dedicated to postal activities	9	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Startups
	Develop a P.O. Box Management Solution	10	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Startups
	Set up an SMS/email notification platform for customers	11	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator
	Deploy a business management system	12	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator
Development of digital postal services linked to electronic administration (e-government)	Set up the post office as an advanced counter to offer the public e-government services	13	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry in charge of digital economy
	Develop Electronic Registered Mail "PREM"	14	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry in charge of digital economy
	Evaluate the launch of a hybrid mail platform	15	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry in charge of digital economy
	Create a platform for remote registration of university students	16	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry of Education
	Adapt and Embrace the Digital ID interoperability framework	17	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Ministries in charge of digital economy, PAPU, AUC, RECs

Development of e-logistics for shipping and delivering parcels and packages for e-commerce	Generalize the use of the IPS-CDS telematics tool and the required interfaces	18		Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, UPU
	Develop an electronic counter solution (POS and ePOS)	19	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator/ Start-up, PAPU
	Build a reliable national network of local door-to-door delivery partners (last mile) and an integrated international network	20	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Regulatory Authority
	Develop a network of relay points and smart lockers	21	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Regulatory Authority
	Confer the post the status of customs forwarding agent	22	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry of Finance
Enhancement of the role of Posts in digital payments and financial services	Develop an electronic wallet linked to mobile money within the postal operators	23	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry of Finance, Central Bank
	Grant the postal operator the status of a mobile money issuer	24	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, Ministry of Finance, Central Bank
	Create a digital solution for cash on delivery	25	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, UPU
	Implement an “e-banking” solution to boost postal cheques, savings and postal financial services	26	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator

Development of B2C e-commerce platforms, oriented towards postal and SMEs products	Transform postal operators' static websites into dynamic merchant sites	27	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, startups PAPU
	Launch, in collaboration with third parties and partners, a multi-vendor B2C and/or G2C marketplace	28	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, PPP
	Development of services related to warehousing and fulfillment	29	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, PPP
	Promote innovation in philately	30	Project	Engage in Digital Transformation Enhance Customer Experience	Postal Operator, UPU, PAPU
Recommendations for support functions	Development of digital addressing	31	Project	Engage in Digital Transformation Enhance Customer Experience	Postal Operator, startups, PAPU
	Implementation of an outsourced call center	32	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, PPP
	Strengthen capacities and develop skills and human resources	33	Project	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator, PAPU
	Implement a digital marketing action plan	34	Programme	Embrace E-commerce Business Enhance Customer Experience	Postal Operator
	Promote the use of Artificial Intelligence (AI) technologies in the post	35	Programme	Engage in Digital Transformation Embrace E-commerce Business Enhance Customer Experience	Postal Operator
	Support digital transformation by implementing a Quality Management System (QMS)	36	Programme	Enhance Customer Experience	Postal Operator, UPU

	Develop an organization structure adapted to the new requirements of the digital transformation	37	Programme	Enhance Digital Transformation	Postal Operator, PPP, UPU, PAPU
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