

PAN AFRICAN POSTAL UNION

(Specialized Agency of the AU)

GENERAL SECRETARIAT



UNION PANAFRICAINNE DES POSTES

(Institution spécialisée de l'UA)

SECRETARIAT GENERAL



FEEDBACK FROM RESPONSES TO THE AFRICAN POSTAL REGULATION SURVEY

June 2025

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1.0.	BACKGROUND AND RATIONALE.....	1
2.0.	SURVEY OBJECTIVES	1
2.1.	Main Objective.....	1
2.2.	Sub Objectives	1
3.0.	SURVEY METHODOLOGY.....	2
4.0.	SURVEY FEEDBACK	2
1)	Responses (Number/Rate)	2
2)	Do you have postal regulation?	3
3)	What type of postal regulation system do you use?	4
4)	What is the status of the entity responsible for postal regulation?	6
5)	To what extent is the postal market opened up?	7
6)	Available policy or strategy frameworks	9
7)	What is the scope of postal regulation?	10
8)	What is the scope of universal postal service in your country?	11
9)	What other public service responsibilities are entrusted to the designated operator?	12
10)	What compensation mechanism(s) are used to recoup universal postal service costs?	14
11)	What is the scope of reserved postal services?	15
12)	Is there a framework agreement between the state/government and the designated operator?	17
13)	Is the cost of providing universal postal service usually recovered?	18
14)	How do you establish your universal postal service cost?	20
15)	What is the scope of the permit or license granted to postal operators in your country?	21
16)	Do you have tools to assess quality of services delivered by postal operators?	22
17)	In your opinion, what are the main challenges facing postal regulation in Africa?	23
18)	What will you recommend to ensure effective postal regulation in Africa?	24

1.0. BACKGROUND AND RATIONALE

In pursuing its objective of promoting postal sector reform, the Plenipotentiary Conference issued **Decision No. 16/PAPU/PC/X/2021 of 25th June 2021** adopting the African Postal Guidelines during its 10th Ordinary Session held from 24th to 25th June 2021 in Victoria Falls (Zimbabwe). The cardinal objective of the document was to propose a template outlining, among other things the mandate and characteristics of postal regulation applicable on a continental scale. Following the adoption of the Postal Guidelines, the Policy and Regulation Committee's Quadrennial Programme of Activities 2022-2025 adopted a series of activities aimed at implementing the Guidelines and/or postal regulation, including the following:

- Identify in order of priority, the areas to be harmonized as highlighted in the Guidelines;
- Propose instruments to operationalize the African Postal Guidelines
- Develop policy and legal frameworks for postal regulation;
- Introduce systems for assessing performance and service quality;
- Design a cooperation framework for regulatory bodies;
- Propose a regulatory framework for postal financial activities.

These activities, inevitably raise the need to gather sufficient information on the state of play and prospects for postal regulation in Africa. Accordingly, the PAPU General Secretariat undertook a survey on postal regulation in Africa by administering a questionnaire with all Member States, directed specifically at the postal regulatory authorities, during the period of August to October 2024.

2.0. SURVEY OBJECTIVES

The African Postal Regulation Survey has a main objective that is anchored by sub- objectives.

2.1. Main Objective

The overarching objective of the African Postal Regulation Survey create a database on postal regulation in Africa to be kept as a repository at the PAPU General Secretariat.

2.2. Sub Objectives

The Survey more specifically, it is aimed at

- Helping the PAPU Secretariat General to take stock of postal regulation in Africa;
- Consider the outcome through proposed relevant recommendations and strategic positions:

- Carry out the related activities in the Policy and Regulation Committee's Quadrennial Programme of Activities 2022-2025.

In order to achieve these sub-objectives, the PAPU General Secretariat formulated and followed a multi-phased methodology.

3.0. SURVEY METHODOLOGY

The Survey methodology applied by the General Secretariat entailed:

- Designing and validating the postal regulation questionnaire;
- Administering the questionnaire;
- Collecting, processing and analyzing responses from Member States;
- Preparing the report presenting the feedback from the survey;
- Validating the survey feedback report internally;

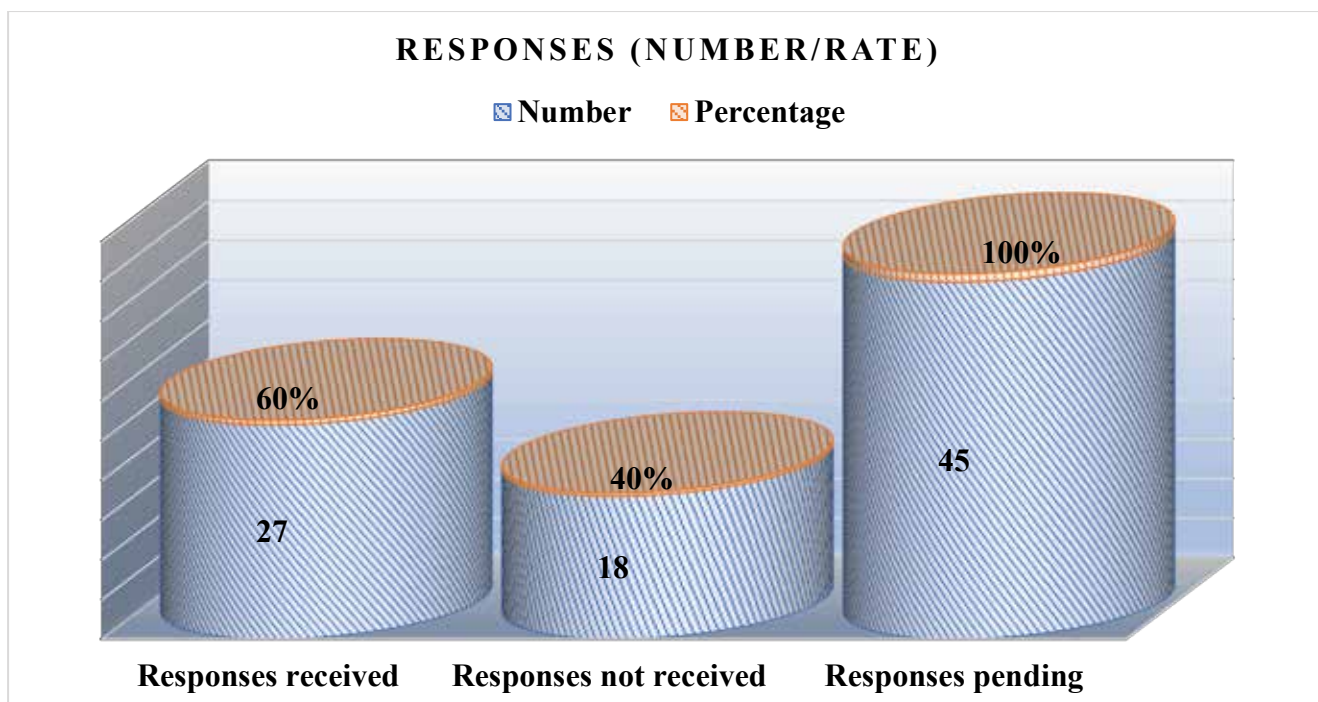
The next steps will be for the tabling of the Survey Report to the Regulation Development Working Group, right through the Policy and Regulation Committee before submission to the Administrative Council. The findings of the Survey will contribute to the identification of focus areas to be included in the regulation and policy strategic interventions to be prepared for the next quadrennial cycle by the PAPU General Secretariat.

4.0. SURVEY FEEDBACK

Responses to the Questionnaire on Postal Regulation in Africa were analyzed with the following results:

1) Responses (Number/Rate)

This information in this section shows the number and percentage of responses received, as well as those not received. Not all PAPU Member States responded to the questionnaire. The breakdown between responses and non-responses is as follows:



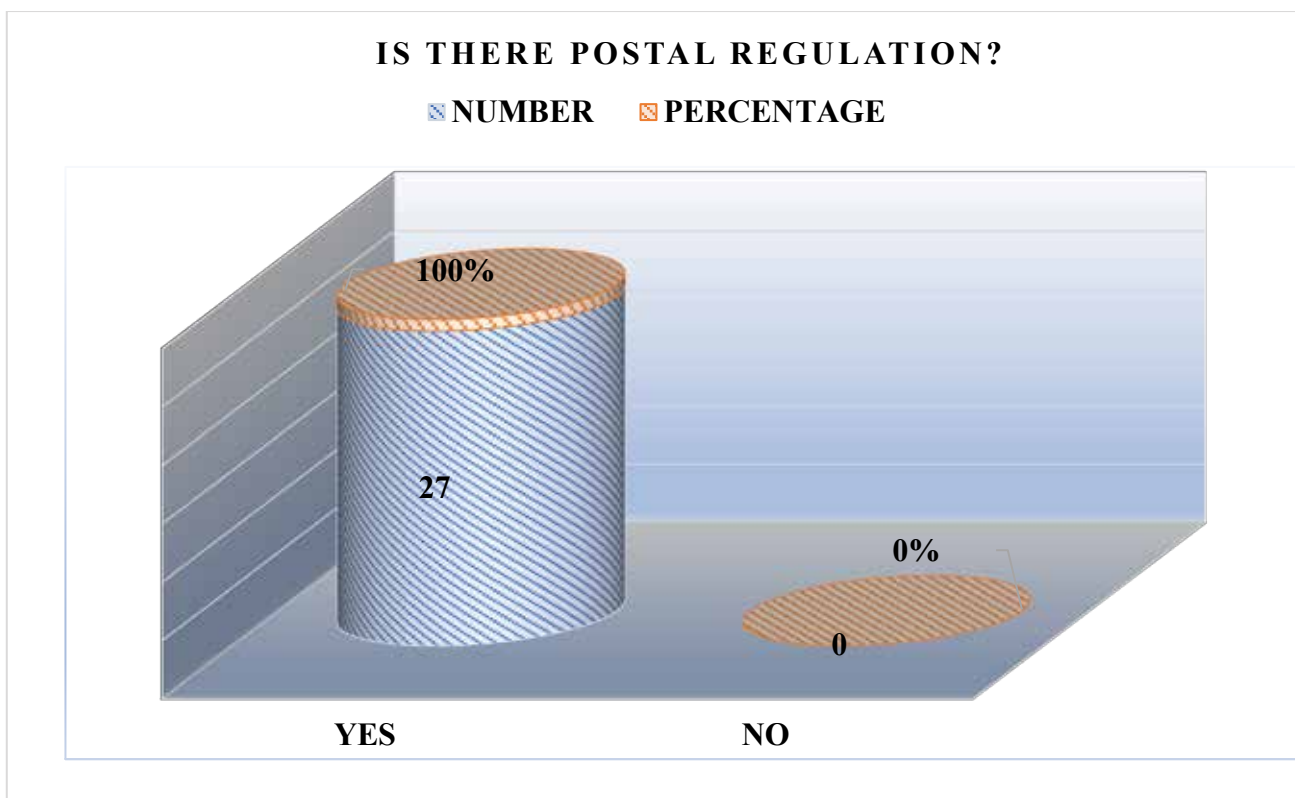
Results: Out of an expected number of **45 responses**, **27 Member States** responded to the questionnaire (i.e. **60% response rate**) versus **18 Member States** that did not respond (i.e. **40% non-response rate**). Responses were received from the following Member States: **Benin, Burkina Faso, Cameroon, Angola, Botswana, Eswatini, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, United Republic of Tanzania, Zambia, Mali, Morocco, Niger, Nigeria, Central African Republic, Republic of Côte d'Ivoire, Democratic Republic of Congo, Republic of Congo, Senegal, Comoros and Zimbabwe.**

Analysis: With more than half of PAPU Member States having responded to the questionnaire, the response rate can be considered to be fairly satisfactory in light of the expected number of responses. In surveys it is generally accepted that a responsible rate of 30% is considered acceptable in determining the validity and reliability of its findings.

Recommendation: Considering the urgent need for accurate information and statistics for developing strategic positions and for making informed decisions, it is recommended that all Member States should systematically respond in good time to all surveys conducted by the General Secretariat for the Union to meet shared expectations and objectives.

2) Do you have postal regulation?

The feedback on this question was as follows:



Result: All respondent Member States have a postal regulation system, i.e. **100%** of the sample.

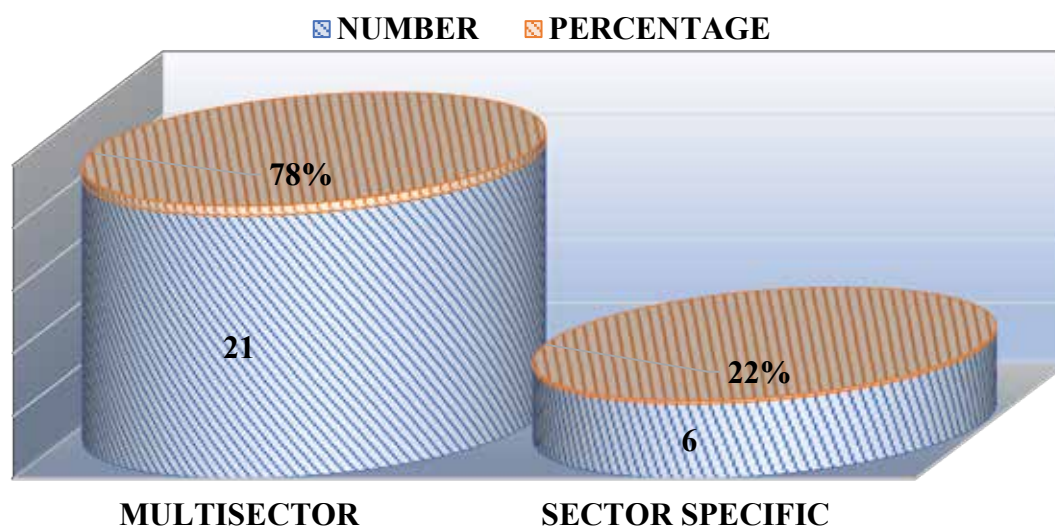
Analysis: In the current liberalized postal market, the establishment of a regulatory authority is an absolute necessity to guarantee availability, accessibility and quality of service to all segments of the population. Therefore, having postal regulation in a majority of Member States is a positive finding that should be encouraged.

Recommendation: On the basis of the foregoing, it is recommended that the remaining Member States establish autonomous and independence postal regulatory authorities in order to achieve separation of roles from the policy function of government authorities.

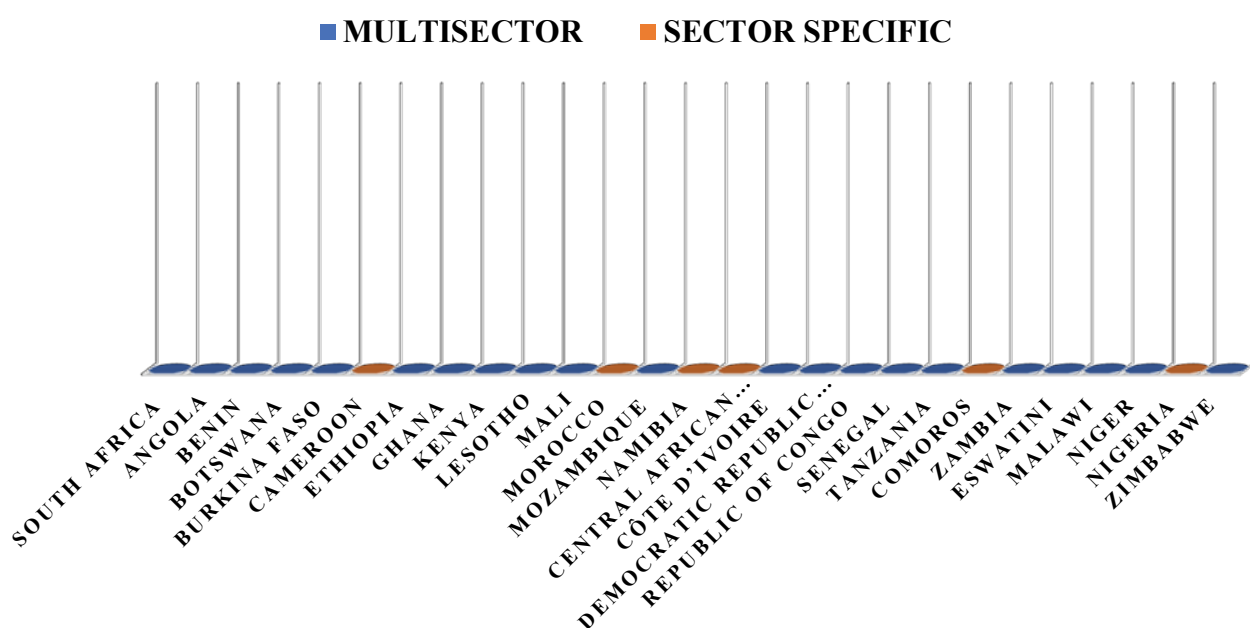
3) What type of postal regulation system do you use?

Following an analysis of responses to this question, many Member States have a multi-sector regulatory system, while some Member States have opted for sector-specific regulation. The results of the analysis are as follows:

AGGREGATED RESULTS ON TYPE OF REGULATION



DETAILED RESULTS ON TYPE OF REGULATION



Result: Out of the 27 respondent Member States, only six Member States have opted for sector-specific regulation while 21 (i.e. 78%) have introduced multisectoral regulation. The six respondent Member States with sector-specific regulation are: **Cameroon, Namibia, Morocco, Central African Republic, Comoros and Nigeria.**

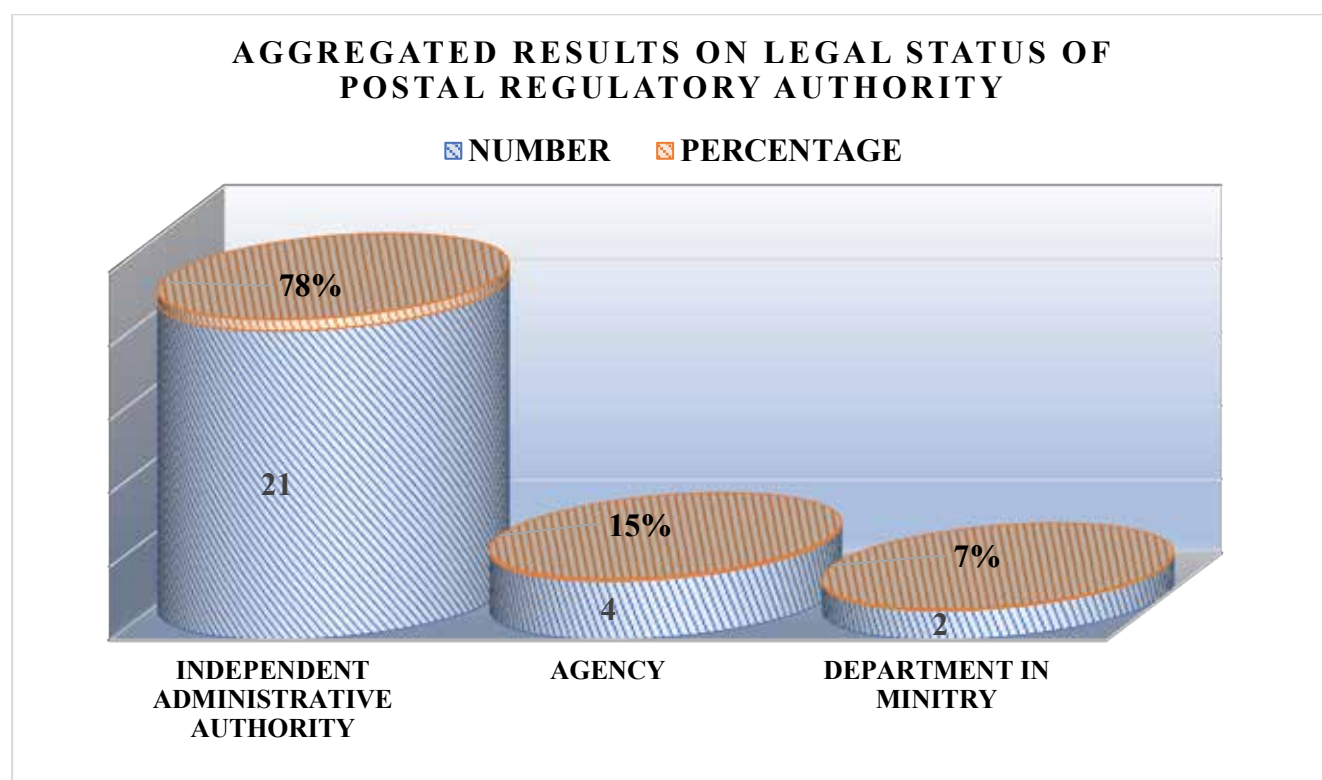
Analysis: Irrespective of the sector, regulation operates on virtually the same principles, techniques and methods. Setting up a multi-sector regulatory system therefore holds numerous

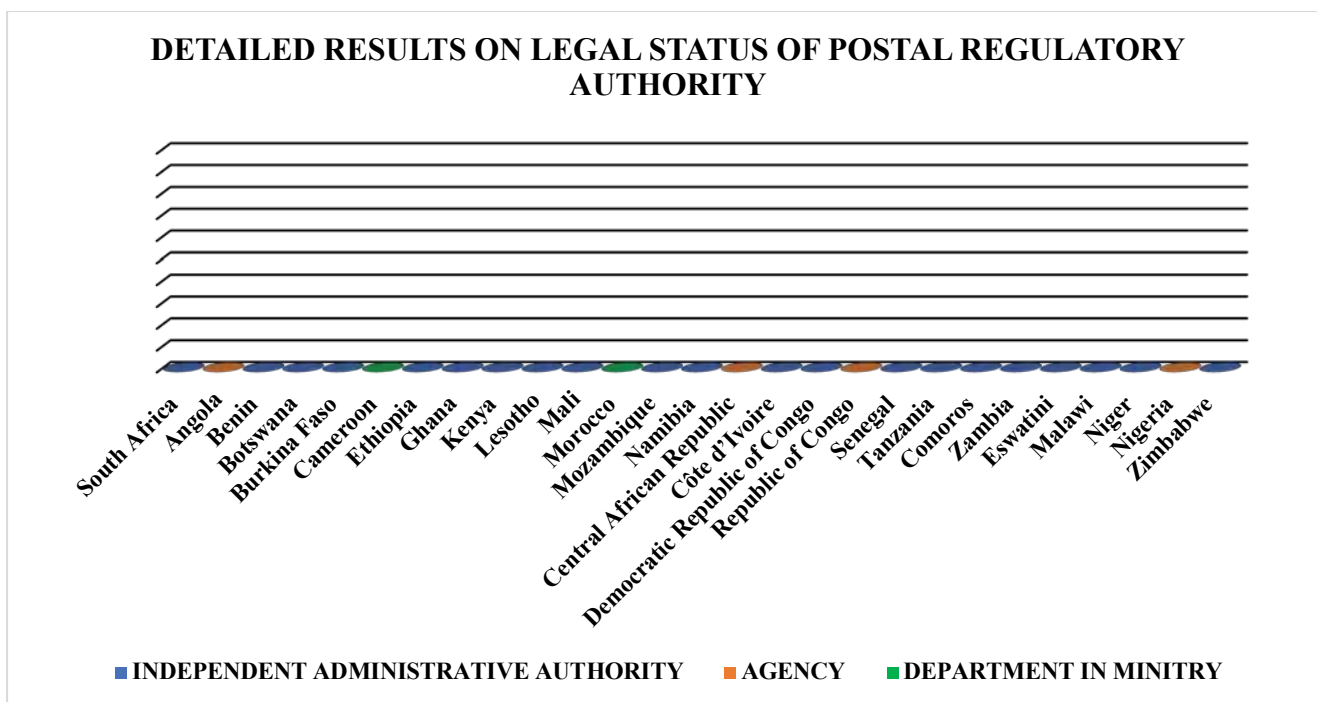
benefits, including pooling financial, material and human resources, promoting experience and knowledge sharing, etc.

Recommendation: In light of the above-mentioned benefits, it is recommended that PAPU Member States seriously consider establishing multi-sector regulatory authorities to cover postal regulation as well.

4) What is the status of the entity responsible for postal regulation?

An analysis of responses to this question shows that the legal status of entities responsible for postal regulation varies from one Member State to another. The Regulatory Authorities were established as independent administrative authorities or agencies or departments within the ministry responsible for postal services. The results of the analysis are as follows:





Result: The majority of respondents, i.e. **21 Member States (78%)** stated that the entity responsible for postal regulation was established as an independent administrative authority. **Six Member States (i.e. 22%)** have a regulatory authority with the legal status of an agency or department within the ministries responsible for postal affairs. The regulatory authorities of **Angola, Central African Republic, Republic of Congo and Nigeria** have the legal status of an agency. In contrast, the postal regulatory authorities of **Morocco and Cameroon** are departments in the ministries in charge of postal services.

Analysis: To carry out its regulatory mission successfully, any regulatory authority needs guarantees, the most important of which are autonomy and independence. The effectiveness of this autonomy and independence depends inter alia on the authority's legal status and institutional arrangements.

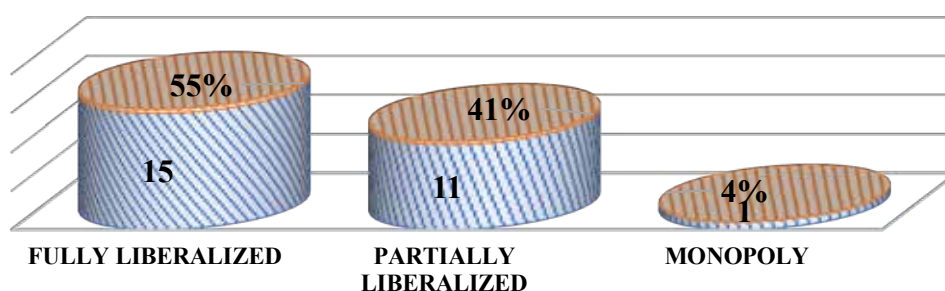
Recommendation: It is strongly recommended that Member States opt for the distinct legal status of Independent Administrative Authority in order to minimize the risks of undue interference and to guarantee the independence, autonomy and impartiality of the regulatory authorities.

5) To what extent is the postal market opened up?

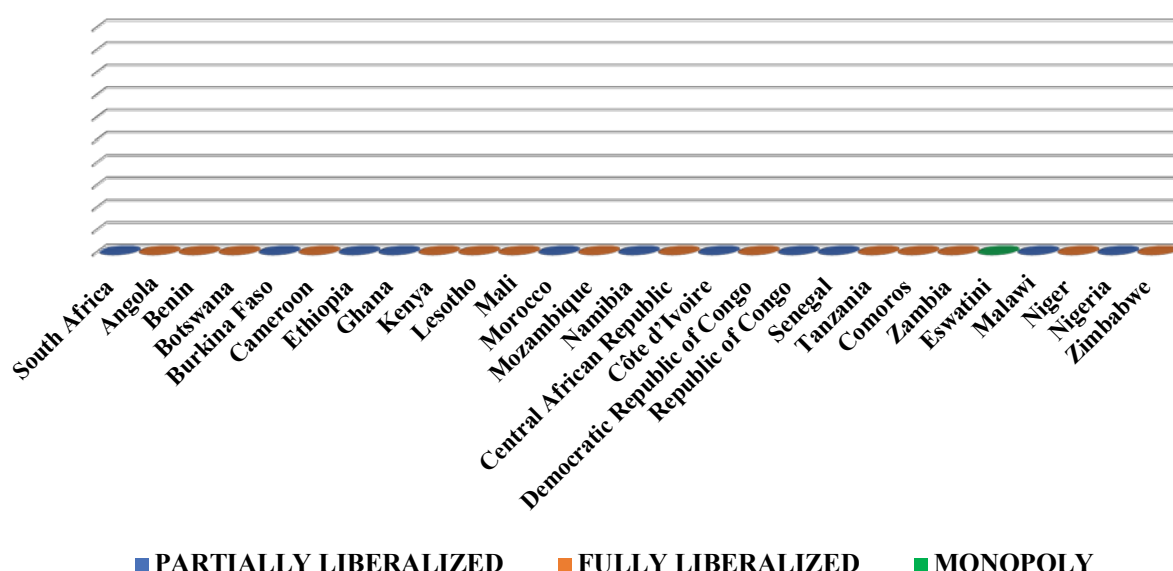
In response to the question of whether the national postal market is fully or partially liberalized (opened up to competition) the responses revealed that in some Member States the postal market is fully liberalized, while in others it is partially liberalized. The results are as follows:

AGGREGATED RESULTS ON POSTAL MARKET LIBERALIZATION

■ NUMBER ■ PERCENTAGE



DETAILED RESULTS ON POSTAL MARKET LIBERALIZATION



Results: The results show that **55%** of Member States have opted for full liberalization, while **41%** have partially opened up the postal market. Only Eswatini's postal sector remains a monopoly of the state-owned postal operator. However, some Member States have made provision for reserved services in addition to full liberalization. These are **Benin, Cameroon, Botswana, Kenya, Lesotho, Mozambique, Tanzania, Zambia, Mali, Niger** and **Comoros**.

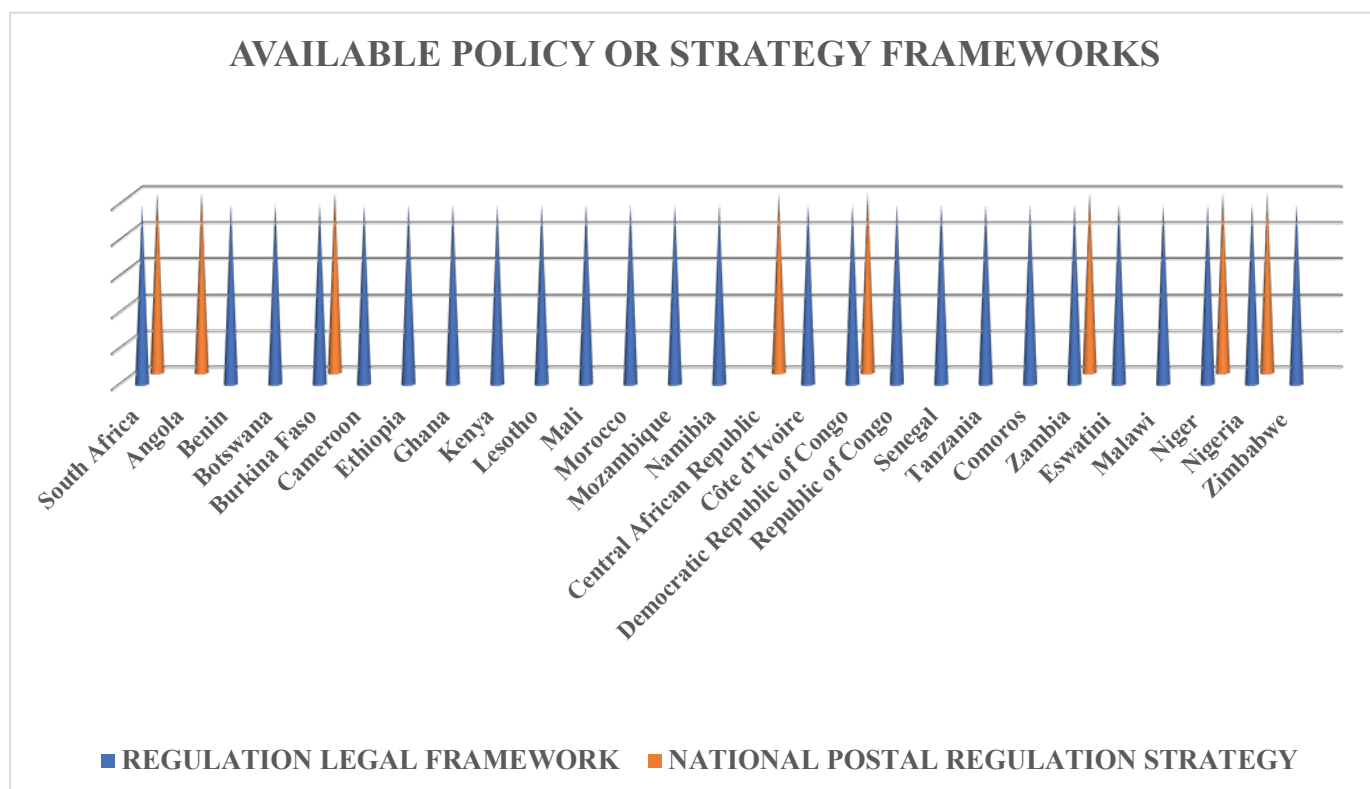
Analysis: Full liberalization promotes increased competitiveness and investment in the postal sector and, consequently, greater satisfaction for consumers of postal services.

Recommendation: In order to increase competitiveness and investment in the postal sector, it is recommended that the postal sector be reasonably opened up or liberalized.

In exchange for full liberalization, safeguard mechanisms ought to be developed to replace reserved services in order to compensate for the net cost of the universal postal service.

6) Available policy or strategy frameworks

The questionnaire asked Member States to avail it with their policy/strategy documents on postal regulation. Responses from Member States indicated the following as indicated in the graph below:



Results: The results show that all other Member States, excluding the Central African Republic, have a legal framework for regulation, which is also the legal basis for postal regulation. However, the following countries South Africa, Burkina Faso, Democratic Republic of Congo, Zambia, Niger, and Nigeria have a national postal strategy in addition to the legal framework for regulation.

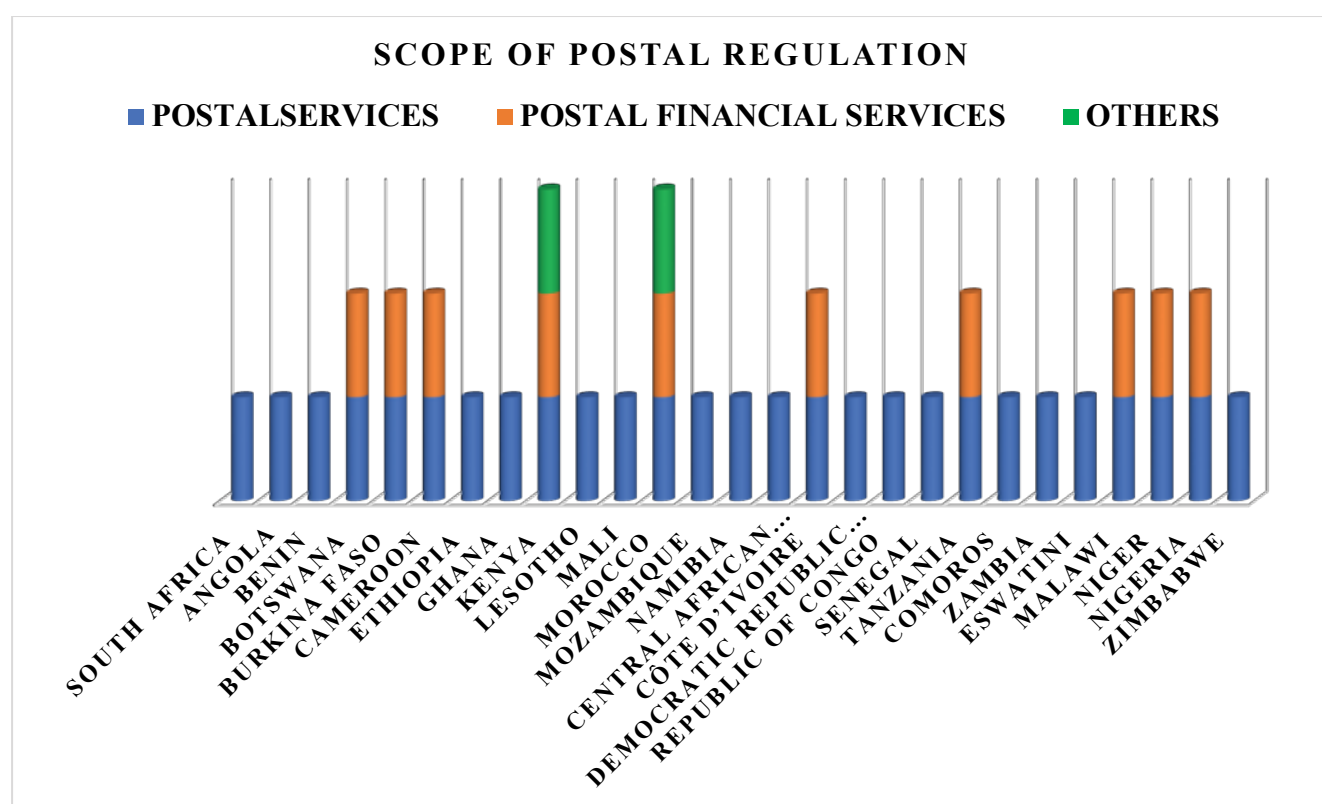
Analysis: While a legal framework is essential for effective regulation of postal activities, it is not sufficient on its own. In addition to the legal framework for regulation, member states must adopt strategic documents to, among other things, define priorities, strategic and operational objectives, potential risks and the necessary resources, anticipate challenges, promote innovation and consider future prospects.

Recommendation: In order to successfully carry out regulatory activities, Member States that do not have Strategic or Policy framework are recommended to adopt a strategic planning document for postal regulation.

7) What is the scope of postal regulation?

The scope of regulation varies from one Member State to another. While in some States postal regulation covers only postal services, in others it covers other services in addition to postal services, particularly financial services.

An analysis of responses to this question gave the following results:



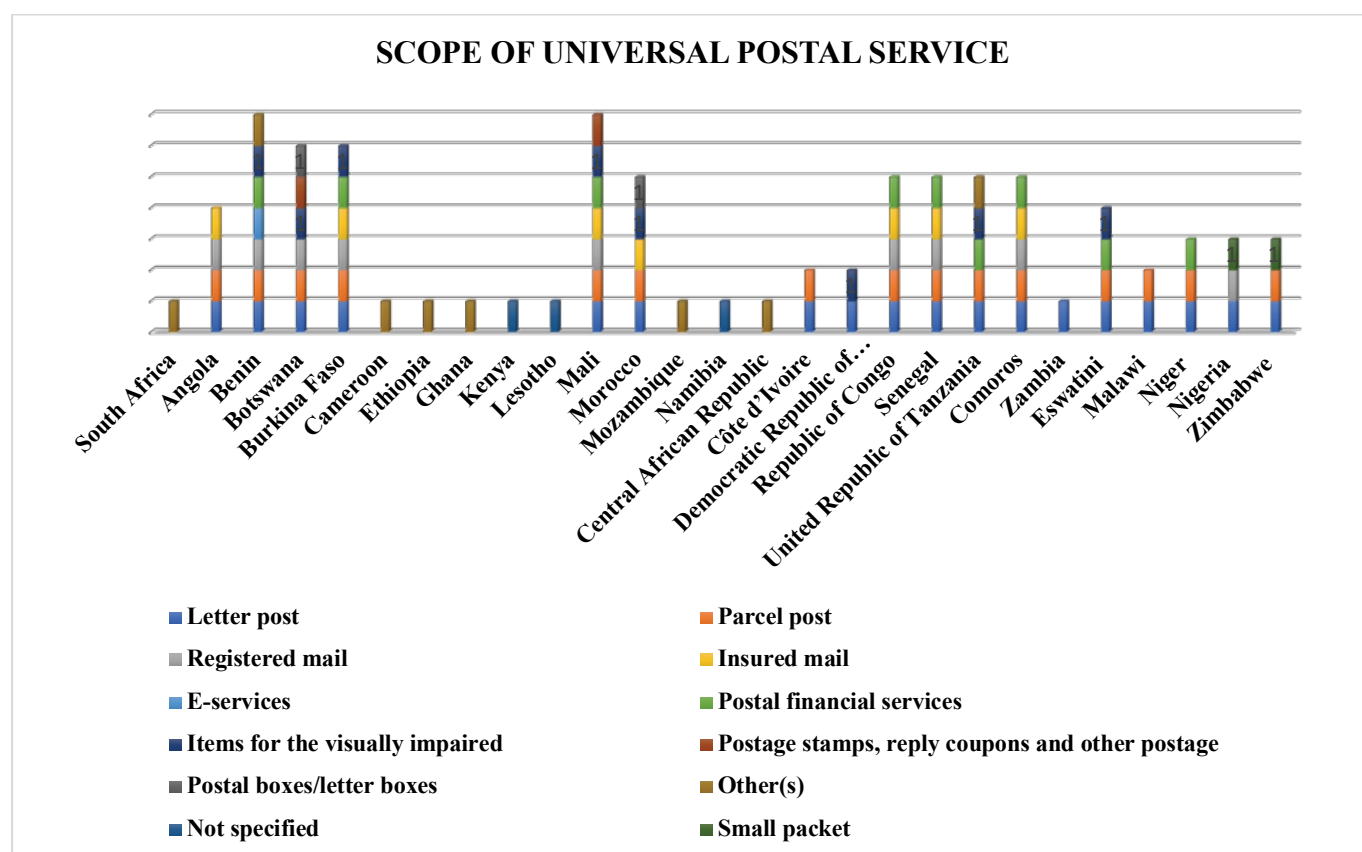
Result: Postal regulation covers postal services in all the Member States that replied to the questionnaire. In addition to postal services, it covers financial services in the following Member States: **Botswana, Burkina Faso, Cameroon, Kenya, Morocco, Côte d'Ivoire, Malawi, Niger, Nigeria and Tanzania**. However, postal regulation in **Kenya and Morocco** incorporates, in addition to postal services and postal financial services, other services including electronic transactions, e-commerce and electronic financial services.

Analysis: The main mission of postal regulation is to ensure the application of regulations in the provision of postal services which includes the **three** dimensions: physical, electronic and financial.

Recommendation: It is recommended that Member States, which have not yet done so, extend postal regulation to postal financial services and electronic services.

8) What is the scope of universal postal service in your country?

The questionnaire sought information on the content of the universal postal service in each Member State, and the scope of the universal postal service in the Member States that responded is as follows:



Result: The scope of the universal postal service in the Member States mainly includes items of correspondence, postal parcels, registered items, items with declared value and literature for the blind. As far as electronic services are concerned, only **Benin** has included electronic services in its scope of universal postal service. In addition to traditional postal services, **Tanzania** has included other services in its universal postal service, in particular financial representation services (bureaux de change, travel agencies, etc.) and one-stop e-government services.

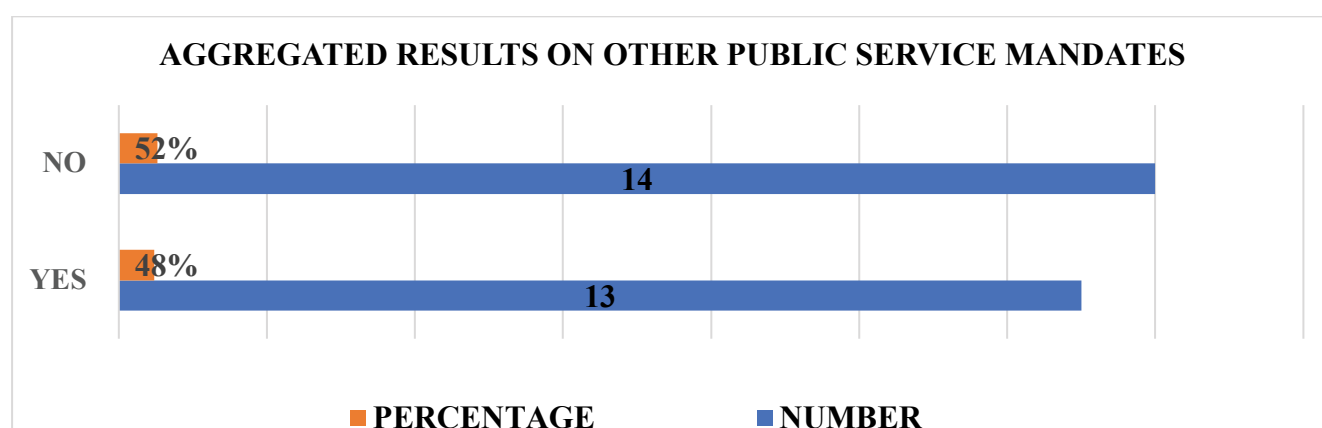
However, in some Member States, the scope of the postal service has not been defined or is in the process of being defined. This is the case for **Namibia, Lesotho and Kenya**. Indeed **Namibia and Lesotho** which currently apply the Acts of the Universal Postal Union (UPU) while the legislative framework of the universal postal service is being developed in **Kenya**.

Analysis: The current context, marked by the emergence of Information and Communication Technologies (ICTs) and the widespread desire to digitalize services, as well as the changing needs of consumers of postal services towards digital products, requires not only an update of the portfolio of postal products and services but also the taking into account of new consumer needs brought about by the emergence of new technologies. As a result, the scope of the universal postal service in several Member States has become obsolete in the current context.

Recommendation: In the light of the above, Member States should be recommended to update the scope of the universal postal service and include, as far as possible, electronic services and support basic public services provision (health, education, etc.).

9) What other public service responsibilities are entrusted to the designated operator?

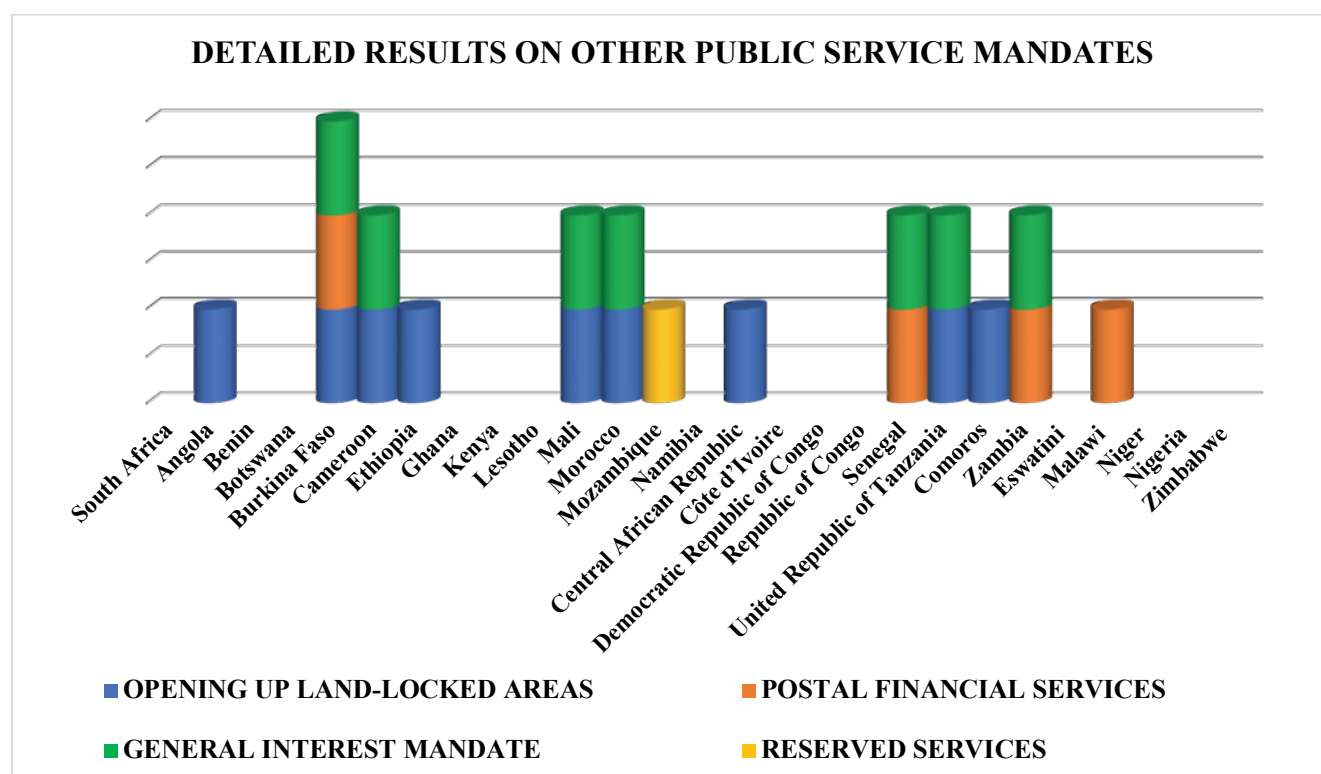
This question enquired whether, in addition to the universal postal service, the designated operator has one or more other public service missions. An analysis of the responses produced the following results:



Out of a total number of **27 respondents**, **13 designated operators** perform at least one public service mission other than the provision of the universal postal service. In contrast, **14 designated operators (52%)**, are exclusively responsible for providing universal postal service. These are Benin, Botswana, Ghana, Kenya, Lesotho, Namibia, the Republic of Côte d'Ivoire, the Democratic

Republic of the Congo, the Republic of the Congo, Eswatini, Niger, Nigeria, South Africa and Zimbabwe.

The breakdown of the other public service tasks entrusted to the designated operators in the Member States which replied to the questionnaire is as follows:



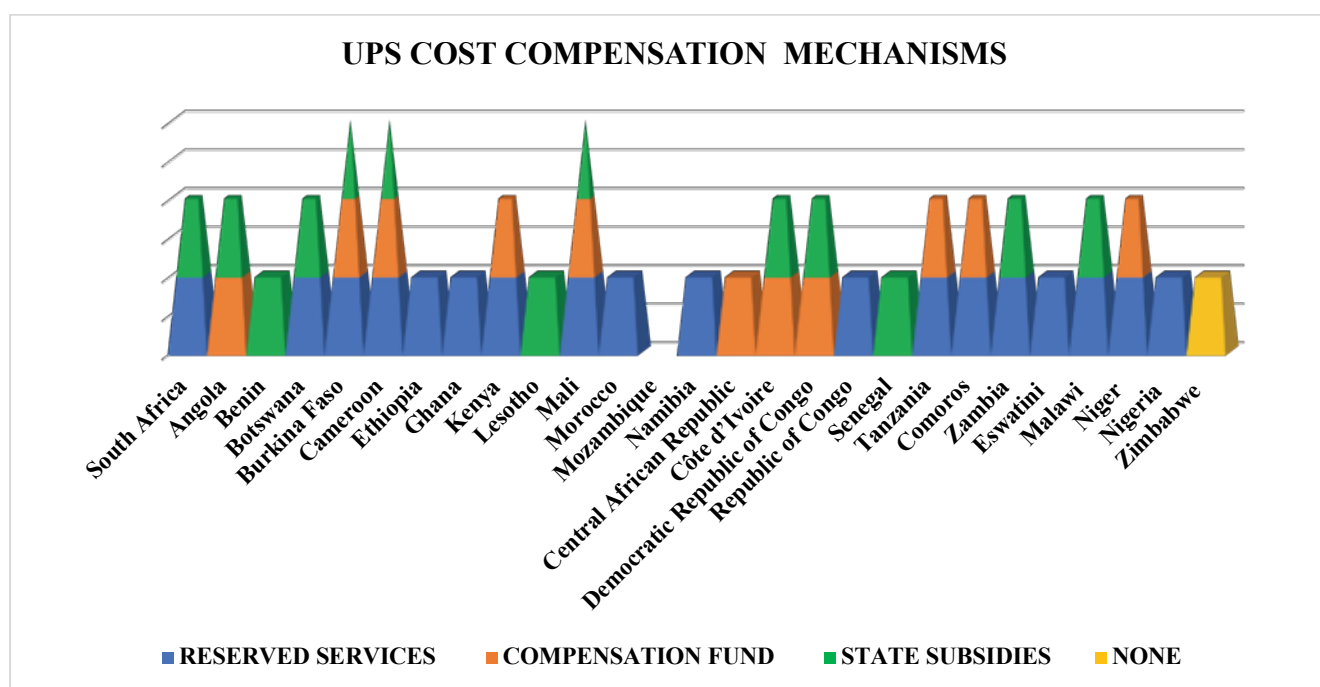
Result: With the exception of **Mozambique, Malawi, Senegal and Zambia**, all the other designated operators in the Member States have, in addition to providing the universal postal service, a mission to facilitate provision of government services in remote areas. They also carry out general interest missions, in particular: the express delivery service for biological samples in Tanzania, national defence and security missions in Mali, the distribution of financial aid to the needy, services and grants to students, the distribution of administrative documents and the management of road traffic offence complaints in Morocco.

Analysis: It is worth noting that, in addition to providing the universal postal service, many designated operators carry out other public service missions, in particular facilitation of the provision of government services in remote areas, which consists of ensuring an effective postal presence throughout the territories of the Member States. This generates additional costs distinct from those resulting from the provision of the universal postal service.

Recommendation: It is recommended that Member States provide for measures to support designated operators in carrying out public service missions other than the universal postal service, for which one or more compensation mechanisms are provided. These support measures may involve, but are not limited to, subsidies or a dedicated fund.

10) What compensation mechanism(s) are used to recoup universal postal service costs?

Several compensation mechanisms have been put in place by Member States to bear the additional costs of providing the universal postal service. The responses to this question are therefore intended to provide information on these mechanisms. The results of the analysis are as follows:



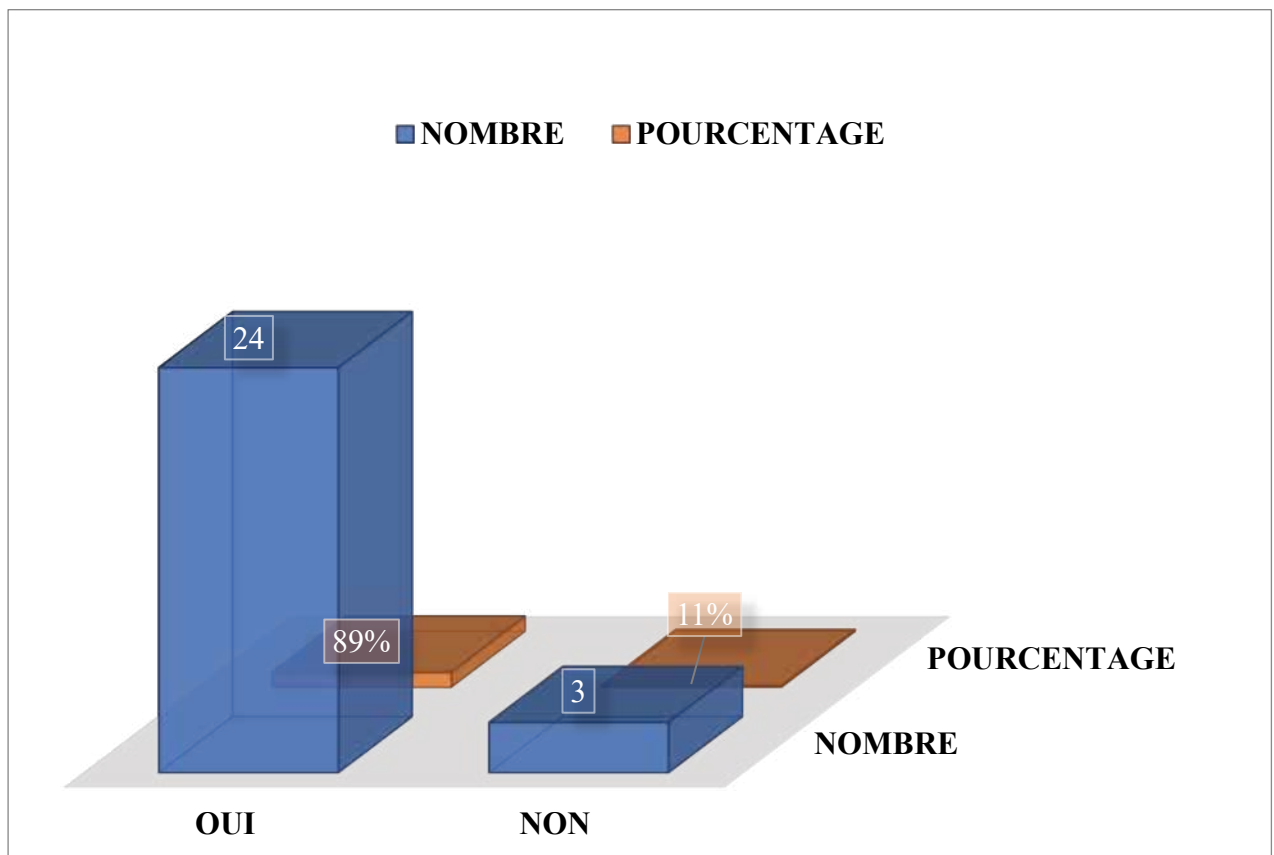
Result: With the exception of **Mozambique and Zimbabwe**, all other Member States have at least one of the following universal postal service cost compensation mechanisms: reserved services, compensation fund or state subsidies. However, while **Burkina Faso, Cameroon and Mali** have established three mechanisms to compensate for the unfair costs of the universal postal service, other Member States use **two** of the **three** compensation mechanisms so far in use. These are **South Africa, Angola, Botswana, Kenya, Côte d'Ivoire, Democratic Republic of Congo, Tanzania, Comoros, Malawi, Niger and Zambia**.

Analysis: Defined as quality services offered on a permanent basis at affordable costs to all populations, the provision of the universal postal service generates a shortfall (unfair charges) for the designated operators. It is therefore necessary to compensate for the net cost incurred in order to guarantee the continuity of the effective provision of the universal postal service.

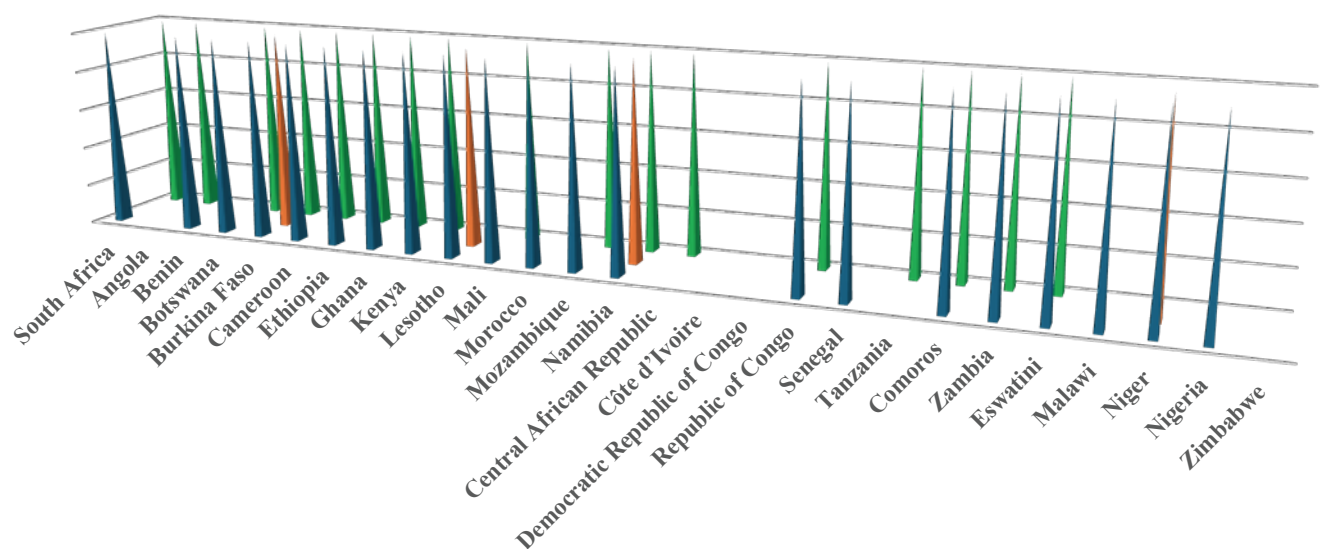
Recommendation: it is recommended that Member States provide for and diversify the mechanisms for compensating the additional costs of the universal postal service.

11) What is the scope of reserved postal services?

This question enquired about information on the postal products and services included in the scope of reserved services defined by Member States. Analyses of the responses gave the following results:



SCOPE OF RESERVED POSTAL SERVICES



■ MAIL ≥ à 100 g et ≤ à 2 Kg

■ PARCELS ≥ à 20 Kg et ≤ à 30 Kg

■ OTHERS POSTAL SERVICES (issue postage stamps, provision of post office boxes, Issue and payment of postal orders, Registered postal items, Postal items with declared value, Postal items bearing the words 'Post Office ', other fiduciary postal, etc.)

Results: Out of 27 respondents, the following Member States have not defined the scope of reserved postal services: the Republic of Côte d'Ivoire, the Democratic Republic of Congo, and Zimbabwe. While the Democratic Republic of Congo and Zimbabwe have opted for total liberalization, Côte d'Ivoire has opted for partial liberalization but without defining the content of the reserved postal services.

Furthermore, the reserved postal services, for those Member States that have them, mainly include:

- **MAIL:** With the exception of Angola, the Central African Republic and the United Republic of Tanzania, all other member states have included mail within the scope of reserved postal services. However, the reserved postal services in Benin, Morocco, Senegal, Malawi and Nigeria consist exclusively of mail items. In general, the weight limit for mail provided in reserved postal services varies from one member state to another and ranges from 100 grams to 2 kilograms;
- **PARCEL POST:** Lesotho, Burkina Faso, Namibia, and Niger have included parcel post cumulatively with mail and/or other postal services within the scope of their reserved postal services. The weight limit varies between 20 kilograms and 30 kilograms.

- **OTHER POSTAL SERVICES:** these consist exclusively of the reserved postal services provided in Angola, the Central African Republic and the United Republic of Tanzania. Other postal services included in the scope of reserved postal services of Member States mainly consist of the issue of postage stamps, registered postal items, postal items with declared value, the rental of post office boxes and the issue and payment of postal money orders.

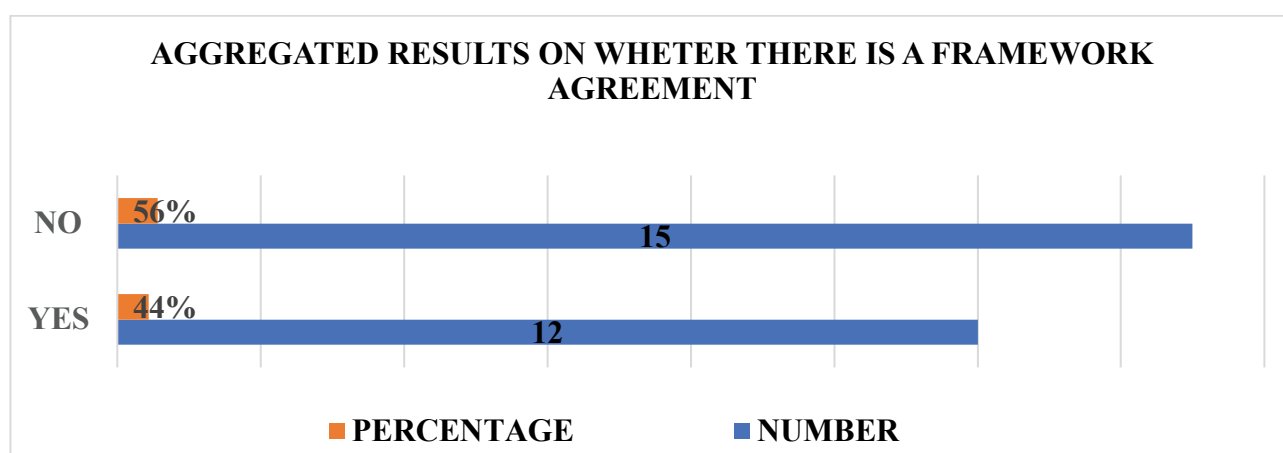
Analysis: Reserved postal services are provided for in many national regulatory frameworks and constitute one of the mechanisms for compensating the net cost of the universal postal service. However, Member States face many difficulties in ensuring that private postal operators effectively comply with the reserved services. This results in a loss of revenue for designated operators in terms of both turnover and compensation for the net cost of the universal postal service.

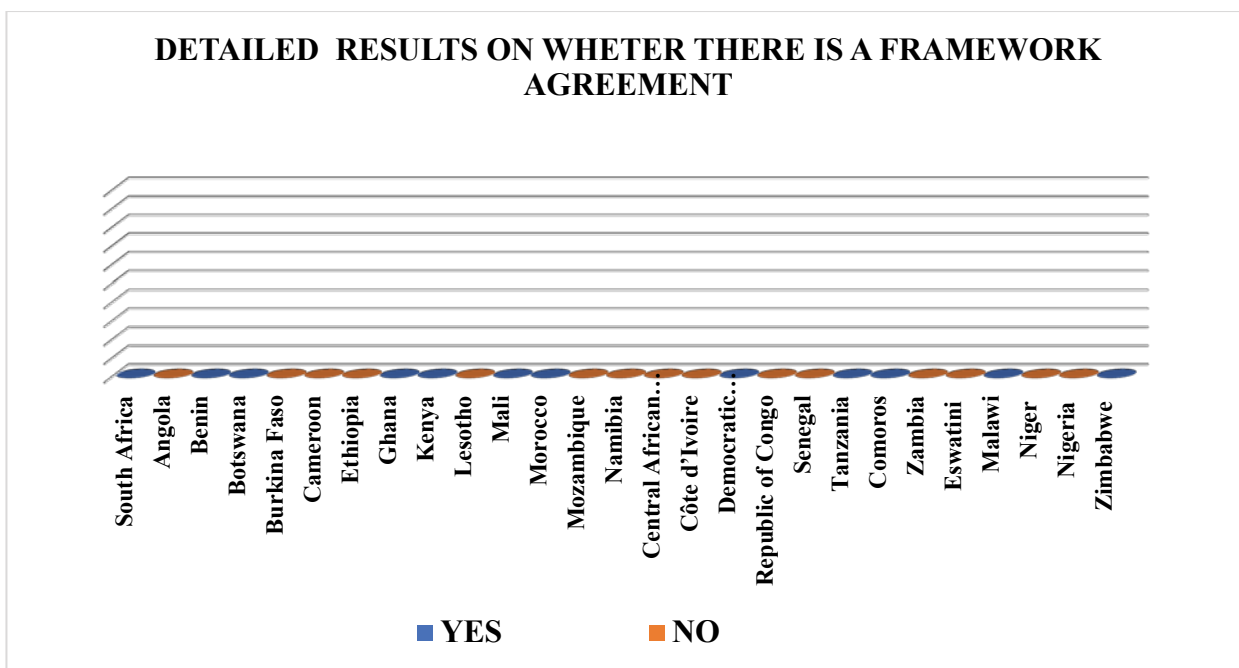
Recommendation: The General Secretariat recommends that member states:

- Fully liberalize the postal sector and, in return, increase the contribution rate of private operators to the compensation fund;
- Gradually liberalize the postal sector by gradually reducing the weight limits for reserved postal services.

12) Is there a framework agreement between the state/government and the designated operator?

This question enquired whether or not Member States had made contractual commitments to designated operators in order to support the fulfilment of public service missions. The responses were as follows:





Result: Out of a total of **27 respondent Member States**, only **12** have a framework agreement signed between the State and the designated operators, while **15 (i.e. 56%)** do not. However, framework agreements are under preparation and pending renewal in **Burkina Faso, Cameroon and Côte d'Ivoire**.

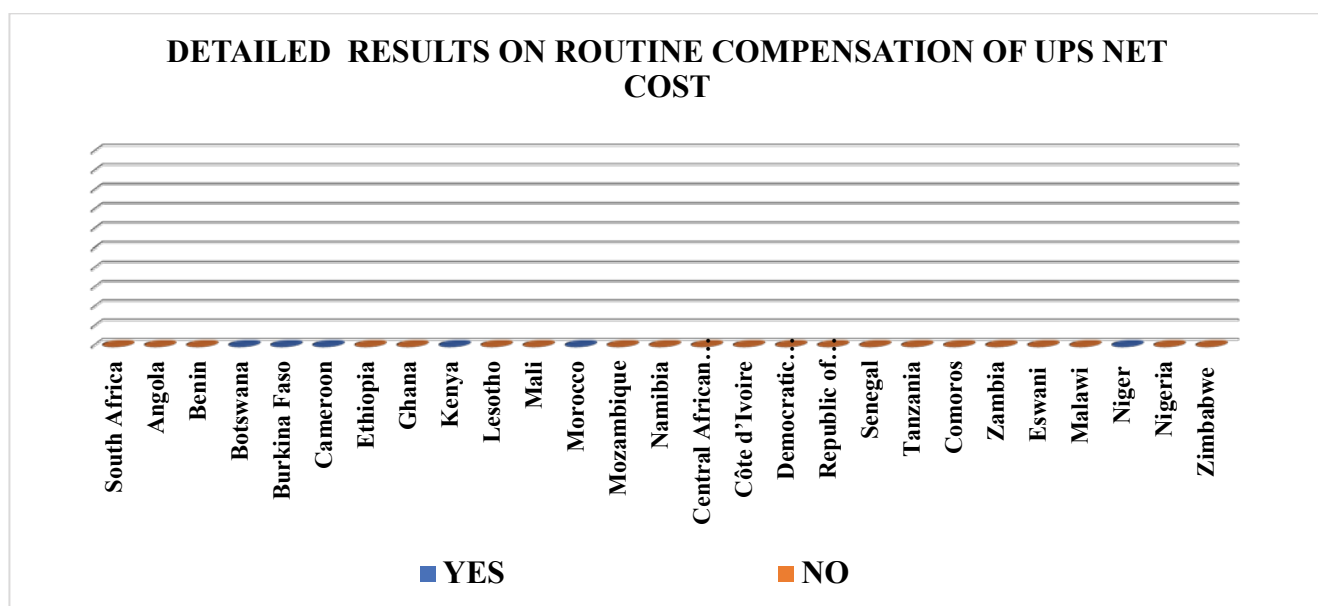
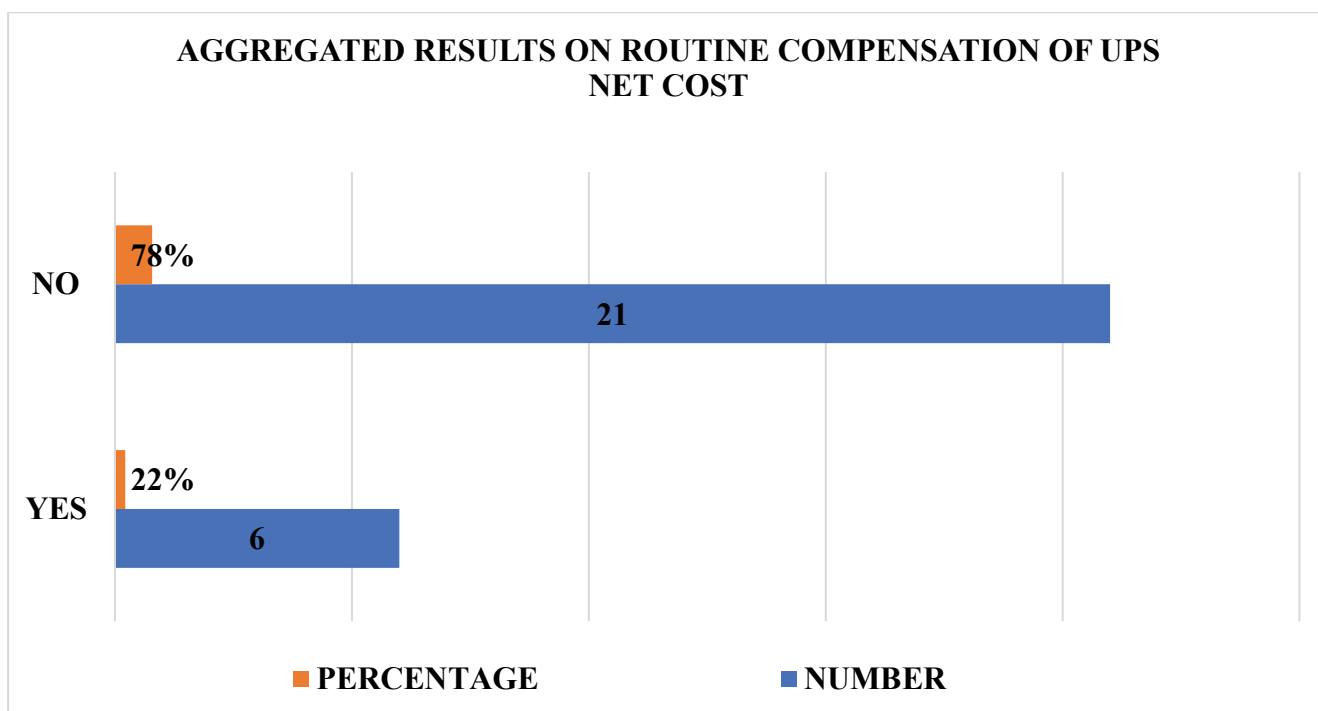
Analysis: The framework agreement is an important way of supporting designated operators in fulfilling their public service mandates. It indeed makes it possible to enshrine the commitments made and specify the State's contributions to the fulfilment of public service mandates. State contributions may be in the form of subsidies, dividend waivers, tax exemption on purchases, etc.

Recommendations: The following recommendations can be made to Member States:

- Renew expired framework agreements.
- For Member States that do not have any, negotiate and sign a framework agreement between the State and their designated operator.

13) Is the cost of providing universal postal service usually recovered?

This question enquired on whether there is, and how often compensation is made for the net cost of the universal postal service. In other words, the question was whether the cost of universal postal service is actually paid to the designated operator year-on-year or as soon as the invoice is submitted or whether the net cost is actually determined first. An analysis of the responses produced the following results:



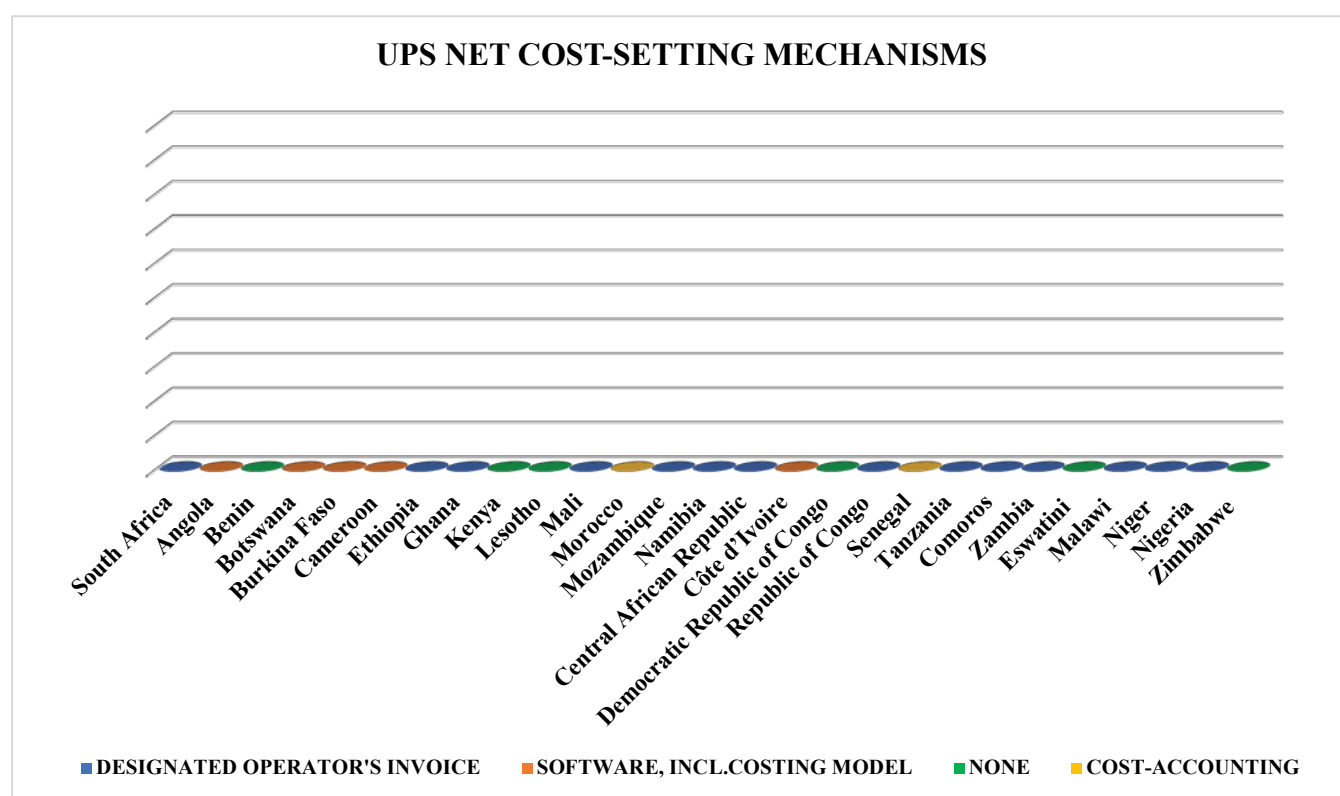
Result: 27 Member States (i.e. 78%) of respondents, do not compensate the net cost of universal postal service. In contrast, only **six Member States** (i.e. 22%) of respondents, routinely compensate the net cost of universal postal service.

Analysis: Failure to routinely compensate for the burdensome costs incurred in providing universal postal service leads to considerable financial losses that are likely to jeopardize the viability of postal operators and universal postal service.

Recommendation: Member States are strongly advised to routinely compensate the net cost of universal postal service at a fair price in order to guarantee viability of postal operators and continuity of service.

14) **How do you establish your universal postal service cost?**

This question enquired whether Member States have established systems for determining the net cost of universal postal service. An analysis of responses to this question gave the following results:



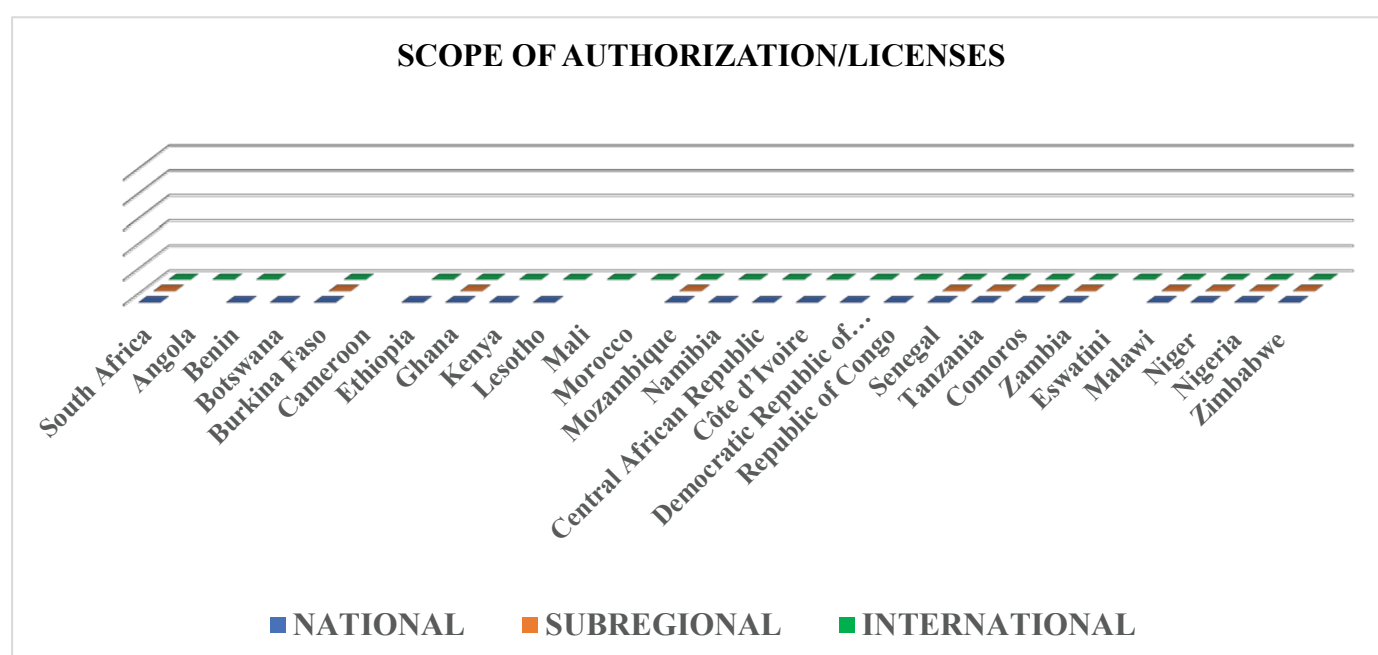
Result: Apart from **Benin, DRC, Kenya, Eswatini, Zimbabwe** and **Lesotho**, all Member States have an established mechanism for determining the net cost of universal postal service. Only Morocco and Senegal use cost accounting to determine the cost of unfair charges generated by universal postal service. As for the other Member States, they use a cost calculation model and/or the designated operator's invoice.

Analysis: Determining the actual net cost is a sine qua non for fair compensation of the net cost of universal postal service. In this respect, operators and postal regulators must introduce cost accounting.

Recommendation: The PAPU General Secretariat strongly encourages Member States to introduce cost accounting in determining the true cost of postal service provision especially UPS provision.

15) What is the scope of the permit or license granted to postal operators in your country?

Through this question, the PAPU General Secretariat sought to understand the different approval systems used by regulatory authorities. Analysis of the responses yielded the following results:



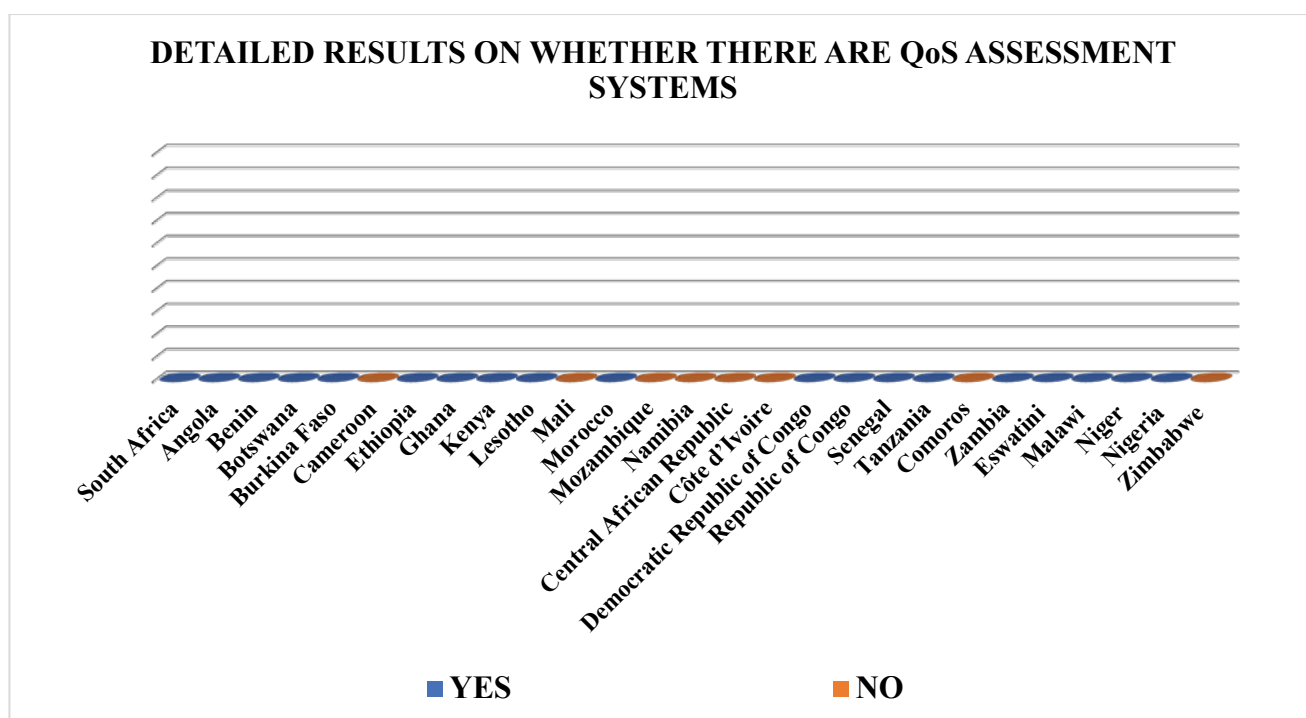
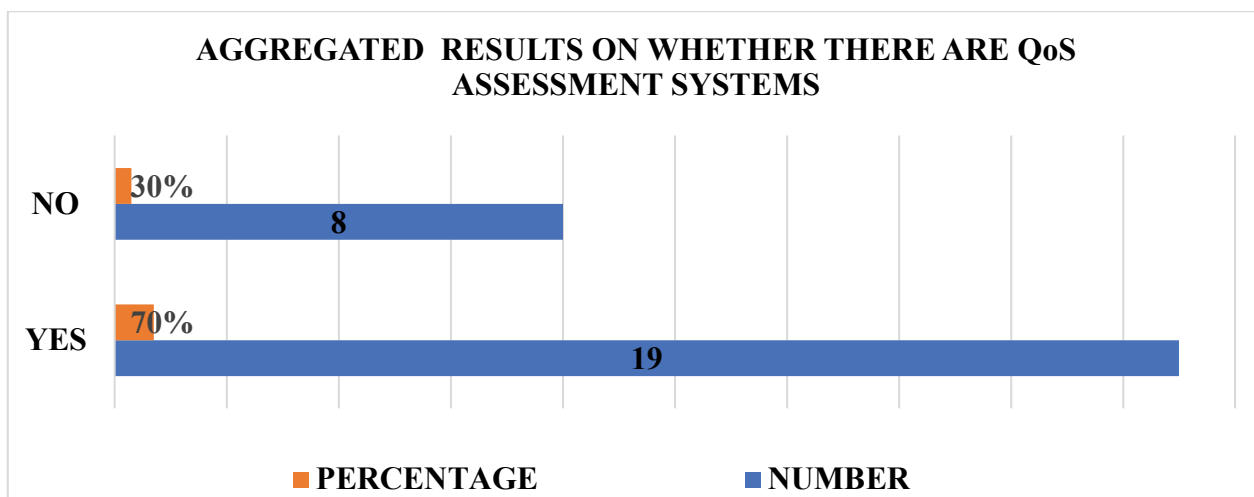
Results: The scope of authorizations/licenses varies from one Member State to another. With the exception of Angola, Mali, Morocco, and Zambia, which have only provided for an international licensing regime, all other Member States have provided for at least two (02) regimes: national and international, or national, subregional, and international.

Analysis: It is therefore clear that there is a proliferation of authorization regimes in many Member States.

Recommendation: The General Secretariat recommends to Member States to establish a licensing system, taking into consideration the needs of market, competition, coverage of postal services and postal services customer satisfaction.

16) Do you have tools to assess quality of services delivered by postal operators?

The questionnaire enquired on the existence or otherwise of tools that would enable postal regulators to assess quality of services delivered by designated operators. Responses were analyzed as follows:



Results: Only eight respondent Member States (i.e. 30%) do not have QoS assessment systems. These are **Cameroon, Mali, Mozambique, Namibia, Central African Republic, Côte d'Ivoire, Zimbabwe and Comoros**. In contrast, 19 respondent Member States (i.e. 70%) have introduced tools for assessing the quality of service delivered by their designated operator and/or private postal operators.

Analysis: One of the main duties of the regulatory authority is to ensure satisfaction of postal service customers by means of routine quality of service assessments. In this regard, they must develop appropriate systems for assessing quality of service.

Recommendation: Regulatory authorities of Member States are advised to develop appropriate quality of service assessment tools.

17)In your opinion, what are the main challenges facing postal regulation in Africa?

The major challenges raised by the respondent Member States are as follows:

- i. Ensuring healthy and fair competition;
- ii. Fair compensation for the net cost of universal postal service;
- iii. Reforming and harmonizing the legal framework for postal regulation in Africa, taking into account innovative postal services;
- iv. Enhancing satisfaction and protection of consumers of postal services;
- v. Building capacities of regulators, particularly in the new lines of activity brought about by technological breakthroughs;
- vi. Developing a harmonized institutional framework for postal regulation in Africa;
- vii. Strengthening cooperation between regulators;
- viii. Strengthening cooperation between postal sector players at national and international level;
- ix. Encouraging greater investment in the postal sector;
- x. Strengthening the role of the postal sector in the socio-economic development of PAPU Member States, in particular by ensuring that the postal sector is taken into account in government policies and priorities;
- xi. Ensuring effective regulation of e-commerce and digital financial services;
- xii. Reducing the environmental footprint of postal activities.

18) What will you recommend to ensure effective postal regulation in Africa?

Member States made the following recommendations to address the above-mentioned challenges:

No.	CHALLENGES FACING AFRICA'S POSTAL SECTOR	RECOMMENDATIONS	RESPONSIBLE
1.	Ensuring healthy and fair competition	- Combating illegal postal activities	- Postal Regulators
2.	Fair compensation for the net cost of universal postal service;	- Introduce cost accounting	- Postal operators - Postal Regulators
		- Diversify and adapt Universal Postal Service (USP) financing mechanisms	- Governments
		- Require private courier services to contribute to funding Universal Service Obligations (USO)	- Governments - Postal Regulators
3.	Reforming and harmonizing the legal framework for postal regulation in Africa, taking into account innovative postal services;	- Review and adopt the African Postal Guidelines;	- PAPU General Secretariat - Member States
		- Redefine postal services	- PAPU General Secretariat - Member States
		- Clearly differentiate postal services from delivery services and the logistics services	- PAPU General Secretariat - Member States
		- Develop service quality standards	- PAPU General Secretariat - Member States
		- Standardize the scope of postal regulation, taking into account postal and postal financial services	- PAPU General Secretariat - Member States
		- Redefine the scope, content and obligations of UPS	- PAPU General Secretariat - Member States
		- Strengthen the regulatory powers of postal regulators	- Governments

		- Harmonize postal regulation policies and procedures	- PAPU General Secretariat - Member States
		- Develop harmonized regulations and monitor their implementation	- PAPU General Secretariat - Member States
		- Propose postal regulation policies	- PAPU General Secretariat - Member States
4.	Enhance satisfaction and protection of consumers of postal services;	- Improve satisfaction and protection of consumers of postal services;	- PAPU General Secretariat - Member States
		- Introduce systems for assessing and inspecting service quality and compliance with obligations;	- PAPU General Secretariat - Member States
		- Strengthen controls on postal operators' obligations	- Postal Regulators
5.	Build capacities of regulators, particularly in the new lines of activity brought about by technological breakthroughs;	- Organize capacity-building sessions for postal operators and regulators	- PAPU General Secretariat -
6.	Developing a harmonized institutional framework for postal regulation in Africa;	- Strengthen the independence and autonomy of postal regulators.	- Governments
		- Pool infrastructure and other resources needed for postal regulation	- Governments - Postal Regulators
7.	Enhance collaboration among regulators	- Appoint a focal point per country to monitor and evaluate postal regulatory activities	- PAPU General Secretariat - Postal Regulators
		- Develop a road map for focal points	- PAPU General Secretariat - Postal Regulators
		- Set up an African association of postal regulators	- PAPU General Secretariat - Postal Regulators
		- Strengthen regional cooperation	- PAPU General Secretariat
		- Strengthen collaboration and cooperation between regional and international organizations, including UPU, PAPU, Restricted Unions...	- PAPU General Secretariat

8.	Strengthen cooperation between postal sector players at national and international level;	- Enhance cooperation between PAPU and UPU	- PAPU General Secretariat
		- Establish periodic consultation platforms at national level	- Postal Regulators - Governments - Postal operators -
9.	Encouraging greater investment in the postal sector;	- Lower postal sector entry barriers	- Governments
		- Develop an attractive tax regime	- Governments
10.	Strengthen the role of the postal sector in the socio-economic development of PAPU Member States, in particular by ensuring that the postal sector is taken into account in government policies and priorities;	- Advocate for the postal sector to be considered by Member States in setting their priorities	- PAPU General Secretariat
		- Make adequate financial resources available to postal regulators	- Governments
		- Strengthen the role of public authorities in revitalizing the postal sector	- Governments
		- Sign framework agreements between postal operators and Member States	- Governments - Postal operators
11.	Ensure effective regulation of e-commerce and digital financial services;	- Establish co-regulation between postal regulators and other relevant stakeholders	- Postal Regulators
12.	Reduce the environmental footprint of postal activities	- Form a working group on sustainable development	- PAPU General Secretariat - Member States