



SUPPLY CHAIN WORKING GROUP

PAPU/OTC/SCG/PATF/01/2026 – Doc No. 3

PAPU-AFRAA TASK FORCE (PATF)

20TH JANUARY 2026 (VIRTUAL)

TIME: 09:00 (GMT)

AFRICA TRANSPORT STRATEGIC ISSUES FOR CYCLE 2026/2027 – 2029/2030

Subject Africa Transport Strategic Issues for the Cycle 2026/2027 – 2029/2030	References/Paragraphs Draft PAPU Strategy 2026-2030
1. Decisions expected <ul style="list-style-type: none">• Take note of the document• Provide the necessary guidance	

1. INTRODUCTION

The Africa Postal Strategy 2026–2030 outlines a renewed and unified vision for Africa’s postal transformation, aligning with the Universal Postal Union (UPU) Dubai Strategy 2026–2029, the African Union’s Agenda 2063, and the Digital Transformation Strategy for Africa (2020–2030). It represents a collective commitment by African Member States, under the coordination of the Pan African Postal Union (PAPU), to reposition the postal sector as a critical enabler of digital connectivity, trade facilitation, and social inclusion across the continent.

The Africa Postal Strategy (2026–2030) adopts an integrated approach to transformation, aligning Africa’s regional priorities with the three global goals endorsed by the UPU, while maintaining the five distinctive pillars that define PAPU’s operational identity and respond to Africa’s contextual realities.

2. STRATEGIC FRAMEWORK

Under the PAPU governance structure, the strategy implementation will be coordinated through the Technical Committees to be established by the 44th Administrative Council and approved by the 11th Plenipotentiary Conference. The Africa Postal Strategy 2026–2030 is organized around five strategic pillars, each designed to contribute to the realization of the UPU’s global goals and Africa’s development aspirations as follows:

- ***Pillar 1: Policy, Regulation, and Governance***
- ***Pillar 2: Innovation, Digital Transformation, and E-commerce***

- ***Pillar 3: Operations, Quality of Service, and Infrastructure Development***
- ***Pillar 4: Financial and Social Inclusion***
- ***Pillar 5: Institutional Capacity, Partnerships and Resource Mobilization.***

3. TRANSPORT STRATEGIC ISSUES FOR THE CYCLE

In line with the above strategic framework, the Transport Strategic issues relate to Pillar 1, Pillar 2, Pillar 3, and Pillar 5. Strategic issues are essential for strengthening intra-African and international transport within the postal sector. Below is a matrix that links the strategic issues to possible causes, proposed solutions, and expected outcomes, guiding the implementation of transport activities by the Union during the cycle.

3.1 Pillar 1: Policy, Regulation, and Governance

S/N	Strategic issue	Strategic Focus
1.	Complex and evolving customs, transport/aviation, and security regulations and requirements, e.g., US Stop Act, ICS2, US De minimis Executive Order, etc.	National alignment to ICAO, WCO, regional regulations, and UPU standards.
2.	Weak cross-border governance mechanisms	Improving coordination among operators, customs, and airlines.

3.2 Pillar 2: Innovation, Digital Transformation, and E-commerce

S/N	Strategic issue	Strategic Focus
1.	Incomplete digitalization of transport processes versus industry trend movement towards paper-free transport	Adoption and compliance with EDI message exchange standards
2.	Limited end-to-end visibility and tracking	Availing of integrated systems; increase in tech penetration
3.	Growth in e-commerce volume and high e-commerce customer expectations	Provision of fast, trackable cross-border delivery
4.	Competition from tech-driven private couriers	Addressing digital capability of the Post

Pillar 3: Operations, Quality of Service, and Infrastructure Development

S/N	Strategic issue	Strategic Focus
1.	High and unstable mail conveyance rates	Prioritization of mail in air transportation.
2.	Low operational reliability of the postal sector in Africa	Mail operation processes including handover processes and scanning
3.	Need for regional consolidation centers and regional transport hubs.	Low volumes making direct flights unviable

3.3 Pillar 5: Institutional Capacity, Partnerships, and Resource Mobilization

S/N	Strategic issue	Strategic Focus
1.	Shortage of skilled postal and logistics personnel	Enhance training on standards and technologies
2.	Limited strategic alliances, partnerships, and coordination mechanisms	Stakeholder Engagements and collaboration among stakeholders and partner DOs, e.g., joint transport arrangements

4. RECOMMENDATIONS

Member States are encouraged to enrich the Africa Postal Strategy while proffering solutions that address the strategic issues related to international mail transport.

5. DECISION EXPECTED

The Working Group is hereby requested to:

- i) Take note of the document.
- ii) Provide the necessary guidance to Member States.