



## OPERATIONS AND TECHNOLOGY COMMITTEE

PAPU/OTC/SCG/01/2026 – Doc No. 6

### SUPPLY CHAIN WORKING GROUP

28<sup>th</sup> JANUARY 2026 (VIRTUAL)

TIME: 09:00 (GMT)

### SUPPLY CHAIN STRATEGIC ISSUES FOR CYCLE 2026/2027 – 2029/2030

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

## 1. INTRODUCTION

The Africa Postal Strategy 2026–2030 charts 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 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

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. SUPPLY CHAIN STRATEGIC ISSUES FOR THE CYCLE

The 2026–2030 Cycle presents a critical transformation window for the global postal supply chain. Rapid e-commerce growth, market fragmentation, climate pressures, and rising expectations for visibility and reliability require coordinated global action. The UPU, in collaboration with Regional Unions, must steer regulatory harmonization, digital integration, and investments to sustain affordable, secure, and interoperable cross-border postal services for all Member States.

In line with the above strategic framework, the Supply Chain Strategic issues relate to Pillar 1, Pillar 2, Pillar 3, and Pillar 5. Strategic issues are crucial for enhancing supply chain integration and fostering effective relations with supply chain stakeholders within the postal sector. The following are the strategic issues guiding the implementation of supply chain activities by the Union during the cycle.

#### 3.1 Pillar 1: Policy, Regulation, and Governance

Strategic issues under the Policy, Regulation, and Governance Pillar are:

S/N	Strategic issue	Strategic Focus
1.	Regulatory harmonization for cross-border e-commerce	i) Divergent customs rules, VAT regimes, digital trade regulations. ii) Need for clear standards on small-packet handling, dangerous goods, and consumer protection
2.	Governance of the global postal supply chain	i) E interoperability across Posts, integrators, and platform logistics. ii) Updating supply chain security governance (data protection, risk management)
3.	Climate & environmental regulatory compliance	i) Emission-reduction requirements for transport fleets and buildings. ii) Standards for climate resilience and disaster-risk management

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

Strategic Issues under the Innovation, Digital Transformation, and E-commerce Pillar are:

S/N	Strategic issue	Strategic Focus
1.	End-to-end visibility, tracking & electronic data (EAD)	i) Achieving full visibility across all operators and transport modes. ii) Achieving interoperable APIs, shared data standards, and compliance with global customs systems.

2.	Digital addressing & data quality improvement	i) Improvement of address data to increase deliveries success. ii) Achieve digital address systems, geo-coding, and standardization under UPU norms.
3.	E-commerce service modernization	i) Integrated Product Plan (IPP): creating modern, tracked, customer-centric postal products. ii) Competing with platform logistics and requiring new digital solutions (price optimization, routing, returns management).
4.	Digital security & supply-chain protection	i) Countering cyber-risks, fraud, and illicit cross-border shipments. ii) Modern screening and data-driven risk monitoring

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

S/N	Strategic issue	Strategic Focus
1.	Last-mile modernization & cost-efficiency	i) Deployment of PUDO (pick-up/drop-off), lockers, micro-hubs. ii) Redesigning delivery networks to manage high parcel volumes and low mail volumes.
2.	Cross-border transport performance & network resilience	i) Overcome air capacity constraints, route disruptions, and climate events. ii) Pursue multi-modal routing, contingency planning, and resilient transit hubs
3.	Fulfilment, warehousing & returns optimization	i) E-commerce demands distributed fulfillment centers and efficient returns handling. ii) Pursue integration of Posts into the fulfilment chain in order to preserve value
4.	Customs and border-processing efficiency	i) Achieve faster, harmonized small-parcel clearance. ii) Eliminate delays as they impact delivery times and customer satisfaction
5.	Dangerous Goods (DG) compliance & security screening	i) Achieve consistent Dangerous Goods (GD) handling capacity to deal with increasing volumes require ii) Implement screening standards and deploy low-cost compliance tools.

### 3.4 Pillar 5: Institutional Capacity, Partnerships and Resource Mobilization.

S/N	Strategic issue	Strategic Focus
1.	Skills, training & digital capacity development	i) Develop and grow competencies in data analytics, digital operations, customs EAD, and automation. ii) Develop capacity among developing postal operators and ensure no Operator is left behind
2.	Strengthening Public–Private Partnerships	i) Increase collaboration with airlines, platforms, marketplaces, and regional logistics partners. ii) Establish cooperative arrangements to improve hub operations, fulfilment, and last-mile solutions.
3.	Investment & financing for infrastructure and fleet renewal	i) Source for capital to modernize sorting centers, fleets, e-vehicles, and IT systems. ii) Mobilize blended finance and development funding for Member countries
4.	Regional cooperation & shared infrastructure development	i) Establishment of joint processing hubs, regional air networks, and shared IT solutions. ii) Create scale efficiencies and give access to small operators

## 4. RECOMMENDATIONS

Member States are encouraged to consider and align their national postal operational plans with the Africa Postal Strategy, while addressing strategic supply chain issues.

## 5. DECISIONS EXPECTED

The Working Group is hereby requested to:

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