



## REQUEST FOR INFORMATION (RFI) ON SOUTH AFRICAN POST OFFICE SOC LTD STRATEGIC PARTNERSHIPS AND INNOVATION OPPORTUNITIES

**Closing Date: 15 December 2025**

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### **1. Introduction**

The South African Post Office SOC Ltd (SAPO) has initiated a turnaround strategy focused on optimising its assets and infrastructure through partnerships with both the private and public sectors. The Department of Communications and Digital Technologies (DCDT) invite responses to the Request for Information (RFI) from these sectors for strategic partnerships with SAPO. The RFI is non-binding and does not constitute a tender or bid. All responses aim to gauge market interest and will not confer any advantage in future procurement processes.

### **2. Overview of SAPO**

SAPO is a Schedule 2, state-owned company under the Department of Communications and Digital Technologies, mandated by the Postal Services Act, 1998 (Act No 124 of 1998), the South African Post Office Act, 2011 (Act No 22 of 2011), and other relevant national and international codes and regulations to provide universal postal and related services within the country.

SAPO is the only “designated operator” legally permitted and licensed to provide reserved postal services as outlined under Schedule 1 of the Postal Services Act. SAPO has an extensive infrastructure network comprising 657 Post Office branches nationwide, as well as regional offices and mail centres.

SAPO has developed a Turnaround Strategy with the goal of becoming a financially stable, operationally efficient and fit-for-purpose organisation capable of fulfilling its social and commercial mandates while attracting investment and establishing beneficial partnerships.

### **3. Purpose of the RFI**

The purpose of the request for information is to collect data for restructuring and asset allocation proposals and to assess interest in partnering with SAPO or exploring other arrangements that introduce innovation, investment, and operational value for SAPO in areas such as postal and courier services, digital platforms, financial inclusion, government service delivery, and infrastructure, to improve service delivery and advance digital transformation,

while enabling partners to invest and receive returns on their investment, increase their reach, and extend their own services portfolio.

Interested parties are also invited to demonstrate how private capital and expertise can enhance the range of services provided through, or using, acquiring, or leasing SAPO's national branch, logistics, and digital infrastructure, including all related resources.

The responses may pertain to technology solutions, platforms, physical infrastructure, operating models, service delivery enhancements, or value-added services.

Partnerships with SAPO may be structured as one or more of the following, or in any other way that achieves mutually beneficial outcomes.

- (a) revenue-share agreements;
- (b) joint ventures;
- (c) build-operate-transfer arrangements;
- (d) infrastructure-leases; or
- (e) managed service contracts,

depending on the nature, scale, and strategic alignment of the proposed solution.

The number of responses, respondents' identities, and proposal content will help SAPO finalise its Information Memorandum, determine the need for a data room, and disclose relevant financial and operational documents. Additionally, SAPO will organise site visits and information-sharing sessions for interested parties.

#### **4. The goals for SAPO**

SAPO has a well-documented history of financial instability but is expected to exit business rescue soon. The reason for this instability is, at least in part, that the nature of postal services has changed significantly over time, but SAPO has been unable to transition from a traditional postal services provider to a hybrid logistics and digital platform provider.

Partnerships are considered essential for SAPO's financial recovery, utilising underused assets, enhancing its digital capabilities, and regaining its importance as a "hybrid" public-private service provider.

Partnerships are regarded as essential for SAPO to carry out various programmes which could include (among others):



1. Acceleration of the modernisation of its core systems and customer-facing channels, including improving international mail delivery;
2. Expanding last-mile logistics, warehousing, and e-commerce fulfilment capabilities;
3. Launching and scaling digital platforms, including financial services and the Trust Centre.
4. Monetising infrastructure through Infrastructure-as-a-Service (IaaS) offerings;
5. Increasing national access to government services, especially in underserved communities;
6. Reducing fixed costs by diversifying operations through managed service and leasing models in areas such as fleet, retail, and IT infrastructure;
7. Co-developing new products, services, and digital tools such as parcel lockers and digital post boxes by leveraging SAPO's national footprint;
8. Repurposing and commercialising real estate through sale, leasing and multi-party branch co-location agreements;
9. Modernising SAPO's Public Key Infrastructure (PKI) and accredited Certificate Authority (CA) operations to support secure digital identity and authentication services, and establishing the Trust Centre in support of these services;
10. Transforming SAPO's retail footprint into franchised or co-managed hubs that extend access to business, digital, and e-government services (including, for example, acting as RICA agents for mobile network operators); and
11. Enabling intellectual property generation and technology transfer through innovation and white-label licensing models.

The table below sets out examples of the type of projects the RFI seeks to explore with potential partners:

Infrastructure Type	Partner Use Cases	Planned Enhancements / Scope
<b>Branch Counters / Kiosks</b>	Retailers, banks, insurers	Lease counter space or kiosks for retailing, insurance sign-ups, bill payments, etc.
<b>Parcel Hubs / Pick-Up Points</b>	Courier operators, eCommerce platforms	Use SAPO branches for last-mile fulfilment, returns, and eCommerce deliveries
<b>Digital Screens &amp; Smart Terminals</b>	Advertisers, telcos, fintechs	Deploy High-Definition screens for marketing, booking terminals, or public internet access points



<b>ATMs / Payment Devices</b>	Banks, fintechs	Install ATMs or shared financial service kiosks to expand rural reach
<b>Warehousing / Backroom Storage</b>	Logistics firms, government stock	Lease excess warehouse or backroom space for secure storage, fulfilment, or health logistics
<b>Property Rooftops / Towers</b>	Telcos, security firms	Lease rooftop space for cell towers, solar panels, or surveillance infrastructure
<b>Digital Platform Integration</b>	Platform providers	Integrate third-party services into SAPO apps, portals, and Trust Centre platforms
<b>Mobile Network (MVNO Layer)</b>	MNOs, fintechs, and content providers seeking low-cost digital onboarding and distribution channels	Operate as a Mobile Virtual Network Operator (MVNO), offering SIM card activations, mobile wallet onboarding, airtime/data sales, and bundling government or fintech services. Partners can leverage SAPO's retail outlets for in-person SIM-card registration (RICA), mobile service promotions, and product bundling (e.g. digital vouchers, financial products). This supports digital inclusion while monetising SAPO's trust and rural presence.

## 5. Briefing Session

A briefing session will be held on 10 December 2025 and is open to all interested parties. The provided date is provisional, and all confirmed details will be published on the DCDT and SAPO websites. The briefing session will provide an overview of SAPO assets, the location of infrastructure, current services, and opportunities, and offer clarification.

The details for the briefing session are as follows:



<b>Date</b>	10 December 2025 (Provisional)
<b>Time</b>	10h00-13h00 (Provisional)
<b>Venue</b>	SA Post Office, Supply Chain Management Cnr James Drive and Moreleta Street Silverton, Pretoria or Online
<b>Contact Person</b>	DCDT: Ms Dimakatso Tshie   SAPO: Mr Jikesh Jagbeer
<b>Contact info for enquiries only</b>	DCDT: <a href="mailto:dmojela@dcdt.gov.za">dmojela@dcdt.gov.za</a> SAPO: <a href="mailto:sapoRFI@postoffice.co.za">sapoRFI@postoffice.co.za</a>
<b>For <u>RFI submissions</u></b>	<a href="mailto:sapoRFI@dcdt.gov.za">sapoRFI@dcdt.gov.za</a>

## 6. Nature of the RFI

While this RFI is an early-stage market engagement and does not constitute a procurement event under PFMA or Treasury Regulations, the DCDT and SAPO remain guided by principles of fairness, transparency, and cost-effectiveness in accordance with s.51(1)(a)(iii) of the PFMA. The RFI aims to assess the level of interest through a formal process, clarifying the areas that a future request for proposal (RFP) should address and identifying key concerns and areas where information is required, before launching a formal procurement activity. The subsequent RFPs will adhere to PFMA, PPPFA, and Treasury Standard Bidding Documents.

This RFI does not follow a competitive process; therefore, there are no scoring criteria or minimum points requirements.

A response format is outlined in **Annexure 1** to help assess the type of entity interested in partnering with SAPO, the nature of that partnership or other transaction, and other relevant information in a structured manner.

All submissions will be handled in accordance with the confidentiality provisions of POPIA and PFMA. Information may be anonymised for reporting purposes. Anyone who submits a proposal will, if the process continues, be invited to submit a formal response to an RFP in the future. However, the RFP will also invite responses from other interested parties.

## 7. Conflict of Interest Declaration

Stakeholders are requested to confirm that they have no existing or prior relationships with SAPO's Executive Authority, executive management, or advisors within the past 24 months.



## 8. Content of the proposal

There is no restriction on the content of proposals and any number of annexures, diagrams or marketing materials may be included. The only requirements are the following:

- (a) The proposal must be in writing and in PDF format and received by 17:00 on the closing date (15 December 2025).
- (b) The proposal must be sent by email to **sapoRFI@dcdt.gov.za**;
- (c) The proposal must not exceed 20 pages in total; and
- (d) The proposal must follow the format set out in **Annexure 1**.



### **Annexure 1: Format for responses to the RFI**

<b>Company Name</b>	Click or tap here to enter text.	
<b>Company Registration Number</b>	Click or tap here to enter text.	
<b>BBBEE Level</b>		
<b>Company Overview</b>	Click or tap here to enter text.	
<b>Main Place of business</b>	Click or tap here to enter text.	
<b>Main Point of Contact</b>	Name: Surname: Email Address: Number:	
<b>Website</b>	Click or tap here to enter text.	
<b>Proposal Type</b>	<input type="checkbox"/> Service / Solution Provider <input type="checkbox"/> Partnership (Revenue Share) <input type="checkbox"/> Funding Provider <input type="checkbox"/> Partnership (Profit Share) <input type="checkbox"/> Other: Click or tap here to enter text.	
<b>Proposal Description</b>	<input type="checkbox"/> Business Service <input type="checkbox"/> Equity Investment <input type="checkbox"/> Joint Venture <input type="checkbox"/> Debt Investment	
<b>Project Category</b>	<input type="checkbox"/> Digital Services <input type="checkbox"/> Infrastructure As A Service <input type="checkbox"/> Logistics <input type="checkbox"/> Financial Services <input type="checkbox"/> Property <input type="checkbox"/> Other: Click or tap here to enter text.	

<b>GEOGRAPHIC IMPACT</b>	Select provinces where proposed project / partnership would be implemented (only select National if implementation is in all 9 provinces):
	<input type="checkbox"/> Eastern Cape (EC) <input type="checkbox"/> Mpumalanga (MP) <input type="checkbox"/> Free State (FS) <input type="checkbox"/> Northern Cape (NC) <input type="checkbox"/> Gauteng (GP) <input type="checkbox"/> North West (NW) <input type="checkbox"/> KwaZulu-Natal (KZN) <input type="checkbox"/> Western Cape (WC) <input type="checkbox"/> Limpopo (L) <input type="checkbox"/> National

<b>Provide brief description of project concept and its merits</b>	
<b>PROJECT DESCRIPTION</b>	Click or tap here to enter text.



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<b>INFRASTRUCTURE REQUIREMENTS</b>	<input type="checkbox"/> Leverages SAPO existing infrastructure <input type="checkbox"/> Requires new infrastructure
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<b>READINESS FOR IMPLEMENTATION</b>	<input type="checkbox"/> Concept/ Idea <input type="checkbox"/> Pilot testing	<input type="checkbox"/> Feasibility Stage <input type="checkbox"/> Existing operational project/ service
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**WHICH SAPO OBJECTIVES DOES YOUR PROPOSAL CONTRIBUTE TO?**

<b>ALIGNMENT WITH STRATEGIC OBJECTIVES</b>	<input type="checkbox"/> Financial Sustainability <input type="checkbox"/> Modernisation <input type="checkbox"/> Logistics Leadership	<input type="checkbox"/> Digital Transformation <input type="checkbox"/> Asset Optimisation
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<b>ESTIMATED IMPLEMENTATION PERIOD (IN MONTHS) i.e. period to get project operational</b>	Click or tap to enter text  This refers to the indicative total period from contract signature to launch i.e. Project is operational
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<b>MINIMUM REQUIRED PARTNERSHIP / PROJECT DURATION: i.e. period partnership will be in operation before requiring renewal</b>	Click or tap here to enter text.
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<b>PROJECT DIAGRAM</b>	<p><i>At a high level, present a diagrammatic outline of the project with below key components:</i></p> <ol style="list-style-type: none"><li><i>1. Involvement of key stakeholders - Identify the main entities/organizations involved in the project, including the Post Office, commercial partner organization/s, other government agencies etc.</i></li><li><i>2. Detail the planned governance structure and roles/responsibilities between parties for effective implementation.</i></li><li><i>3. Flow of funds - Illustrate the planned flow of financial/monetary commitments between partners over the project timeline, such as funding disbursements, revenues shares, profit distributions, etc.</i></li></ol>
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