Government Gazette
Staatskoerant

REPUBLIC OF SOUTH AFRICA
REPUBLIEK VAN SUID AFRIKA

Vol. 725 14 November / November 2025 No. 53671

N.B. The Government Printing Works will not be held responsible for the quality of "Hard Copies" or "Electronic Files" submitted for publication purposes

ISSN 1682-5845

9 771682 584003 53671

AIDS HELPLINE: 0800-0123-22 Prevention is the cure

IMPORTANT NOTICE:

THE GOVERNMENT PRINTING WORKS WILL NOT BE HELD RESPONSIBLE FOR ANY ERRORS THAT MIGHT OCCUR DUE TO THE SUBMISSION OF INCOMPLETE / INCORRECT / ILLEGIBLE COPY.

NO FUTURE QUERIES WILL BE HANDLED IN CONNECTION WITH THE ABOVE.

Contents

No.		Gazette No.	Page No.
	GOVERNMENT NOTICES • GOEWERMENTSKENNISGEWINGS		
Communications and Digital Technologies, Department of / Kommunikasie en Digitale Tegnologieë, Departement van			
6843	South African Post Office SOC LTD Act, 2011 and Postal Services Act (124/1998): Request for Information (RFI): South African Post Office SOC LTD — Market Research on Strategic Partnerships and Innovation Opportunities	53671	3

GOVERNMENT NOTICES • GOEWERMENTSKENNISGEWINGS

DEPARTMENT OF COMMUNICATIONS AND DIGITAL TECHNOLOGIES

NO. 6843 **14 November 2025**

communications & digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

REQUEST FOR INFORMATION (RFI): SOUTH AFRICAN POST OFFICE SOC LTD – MARKET RESEARCH ON STRATEGIC PARTNERSHIPS AND INNOVATION OPPORTUNITIES.

1. The Department of Communications and Digital Technologies hereby issue a Request for Information (RFI) for possible partnerships with the South African Post Office (SAPO) on various services to ensure effective and efficient service delivery to South African citizens and the operational efficiency and fit-for-purpose and viable entity.

2. SAPO is a schedule 2, state-owned company under the Department of Communications and Digital Technologies and is 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 services and related services in the country.

3. 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.

5. Stakeholders and interested parties are requested to submit the information for possible partnerships with SAPO in line with the published RFI document in the Department and SAPO's websites.

   The RFI document and format for responses to the RFI can be accessed on www.postoffice.co.za and www.dcdt.gov.za and by request via the email below.

   Interested parties can submit their proposals addressed to:

   Ms Nonkqubela Jordan-Dyani
   Director-General
   iParioli Office Park
   1166 Park Street
   Hatfield
   Pretoria
   0001

   For the attention of: Ms Dimakatso Tshie at sapoRFI@dcdt.gov.za

   Any queries can be directed to dmojela@dcdt.gov.za and mmvimbi@dcdt.gov..za

MS. NONKQUBELA JORDAN-DYANI
DIRECTOR-GENERAL
DEPARTMENT OF COMMUNICATIONS AND DIGITAL TECHNOLOGIES
DATE: 12 November 2025

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

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

Closing Date: 15 December 2025

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,

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

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):

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

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

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

ATMs / Payment Devices	Banks, fintechs	Install ATMs or shared financial service kiosks to expand rural reach
Warehousing / Backroom Storage	Logistics firms, government stock	Lease excess warehouse or backroom space for secure storage, fulfilment, or health logistics
Property Rooftops / Towers	Telcos, security firms	Lease rooftop space for cell towers, solar panels, or surveillance infrastructure
Digital Platform Integration	Platform providers	Integrate third-party services into SAPO apps, portals, and Trust Centre platforms
Mobile Network (MVNO Layer)	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:

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

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

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.

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

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**.

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

Annexure 1: Format for responses to the RFI

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

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

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

communications
& digital technologies
Department:
Communications & Digital Technologies
REPUBLIC OF SOUTH AFRICA

INFRASTRUCTURE REQUIREMENTS	☐ Leverages SAPO existing infrastructure ☐ Requires new infrastructure

READINESS FOR IMPLEMENTATION	☐ Concept/ Idea ☐ Pilot testing	☐ Feasibility Stage ☐ Existing operational project/ service

WHICH SAPO OBJECTIVES DOES YOUR PROPOSAL CONTRIBUTE TO?		
ALIGNMENT WITH STRATEGIC OBJECTIVES	☐ Financial Sustainability ☐ Modernisation ☐ Logistics Leadership	☐ Digital Transformation ☐ Asset Optimisation

ESTIMATED IMPLEMENTATION PERIOD (IN MONTHS) i.e. period to get project operational	Click or tap to enter text This refers to the indicative total period from contract signature to launch i.e. Project is operational
MINIMUM REQUIRED PARTNERSHIP / PROJECT DURATION: i.e. period partnership will be in operation before requiring renewal	Click or tap here to enter text.
PROJECT DIAGRAM	*At a high level, present a diagrammatic outline of the project with below key components:* 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.* 2. *Detail the planned governance structure and roles/responsibilities between parties for effective implementation.* 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.*

Printed by and obtainable from the Government Printer, Bosman Street, Private Bag X85, Pretoria, 0001
Contact Centre Tel: 012-748 6200. eMail: info.egazette@gpw.gov.za
Publications: Tel: (012) 748 6053, 748 6061, 748 6065

This gazette is also available free online at **www.gpwonline.co.za**