



## UPU Strategy for the Dubai Cycle (2026–2029)

At the 28th Universal Postal Congress in Dubai, the UPU's 192 member countries will be invited to endorse the UPU's Strategy for 2026–2029 – a roadmap that defines how the global postal sector will adapt to a rapidly evolving communications and trade landscape.

### What is the context of this new strategy?

- Between 2000 and 2024, there has been a widening gap between global economic growth and growth in postal revenues – this has resulted in declining profitability for postal services, particularly as digital alternatives for communication and alternative logistics models outpace traditional postal systems
- International letter volumes (including small packets used for e-commerce) have fallen by nearly 67% between 2019 and 2024.
- This decline comes despite increasing demand for cross-border e-commerce services, showing that postal operators are losing ground to other providers.
- To compound this decline in revenues, increasing operational costs have put pressure on postal operators' ability to fund the universal service obligation.
- However, if postal operators get the basics of postal products, their price and their quality of service right, they can become a preferred channel for e-commerce – the UPU Strategy empowers the network to take action to achieve this.

### How was the strategy developed?

This strategy was built through the UPU's most extensive consultation process to date, which included consultations with member countries, regulators, operators and private-sector partners via:

- The 2023 UPU Strategy Summit
- Five virtual regional roundtables
- Six in-person Regional Strategy Forums
- A global public stakeholder survey

### Strategic goals (2026–2029)

Guided by its proposed vision – *“A society that is interconnected, inclusive and sustainable, empowered by a seamless, innovative postal network”* – the UPU Strategy for 2026-2029 narrows in on three overarching goals for the organization:

#### 1. **Leverage the single postal territory through an effective rules-based system**

The UPU is the primary forum for international postal cooperation, where 192 member countries can agree on multilateral frameworks, share knowledge, define best practices and forge partnerships within the sector to maintain a cohesive and interconnected, global postal network that brings benefits to all those it serves.

#### 2. **Strengthen the global postal ecosystem through innovation for facilitating communication and trade**

Through its programmatic work, the UPU will support member countries in adopting new technologies and forging partnerships to develop modern, customer-focused products and services.

#### 3. **Enable postal development through enhanced cooperation and regionalization**

The UPU will expand its regional presence and technical assistance activities in collaboration with restricted unions.

### Measuring success

- A new results-based management framework will track outcomes against 10 strategic indicators, with progress reviewed continuously to adapt actions to emerging trends.