

FROM MAIL TO PHYGITAL

How posts drive Financial & Digital Inclusion.

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Sahana is **Managing Director and Partner at Amarante Consulting**, a leading firm specialized design and implementation of digital, finance and inclusion projects since 2008. She has over 16 years of experience **working across public and private sector entities on projects of digital transformation and innovation** for sustainable and inclusive growth. Sahana enjoys strategy building, partnership modeling and development of both large-scale and micro digital transformation projects.

Her current focus lies in **enablement of digital and “phygital” public infrastructure projects**. These empower national strategies and initiatives for democratization of access to priority products and services, catalyzing aggregate growth in emerging markets. The Posts are an integral part of this.

With experience delivering projects across the globe, Sahana believes digital transformation and leaving-no one-behind principles will drive necessary change to contribute to growing economies in a sustainable manner; thus contributing significantly to the SGDs.

Sahana's work has taken her to work in multiple **emerging markets** across Africa, Middle East, Asia and Latin America. She has an MBA from HEC, Paris. She is bilingual in French and English, speaks Hindi and Spanish, among others.



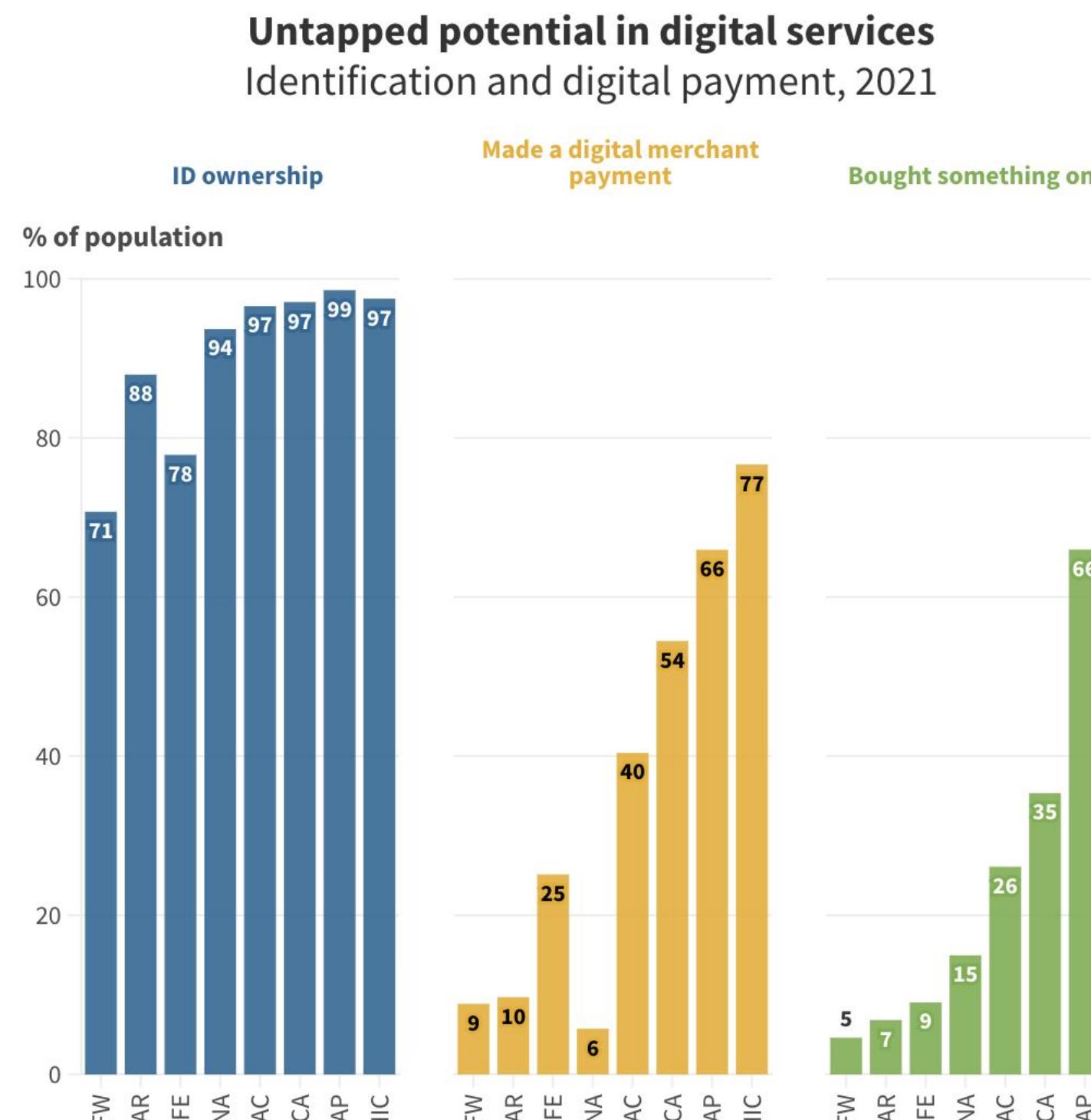
Managing Director and
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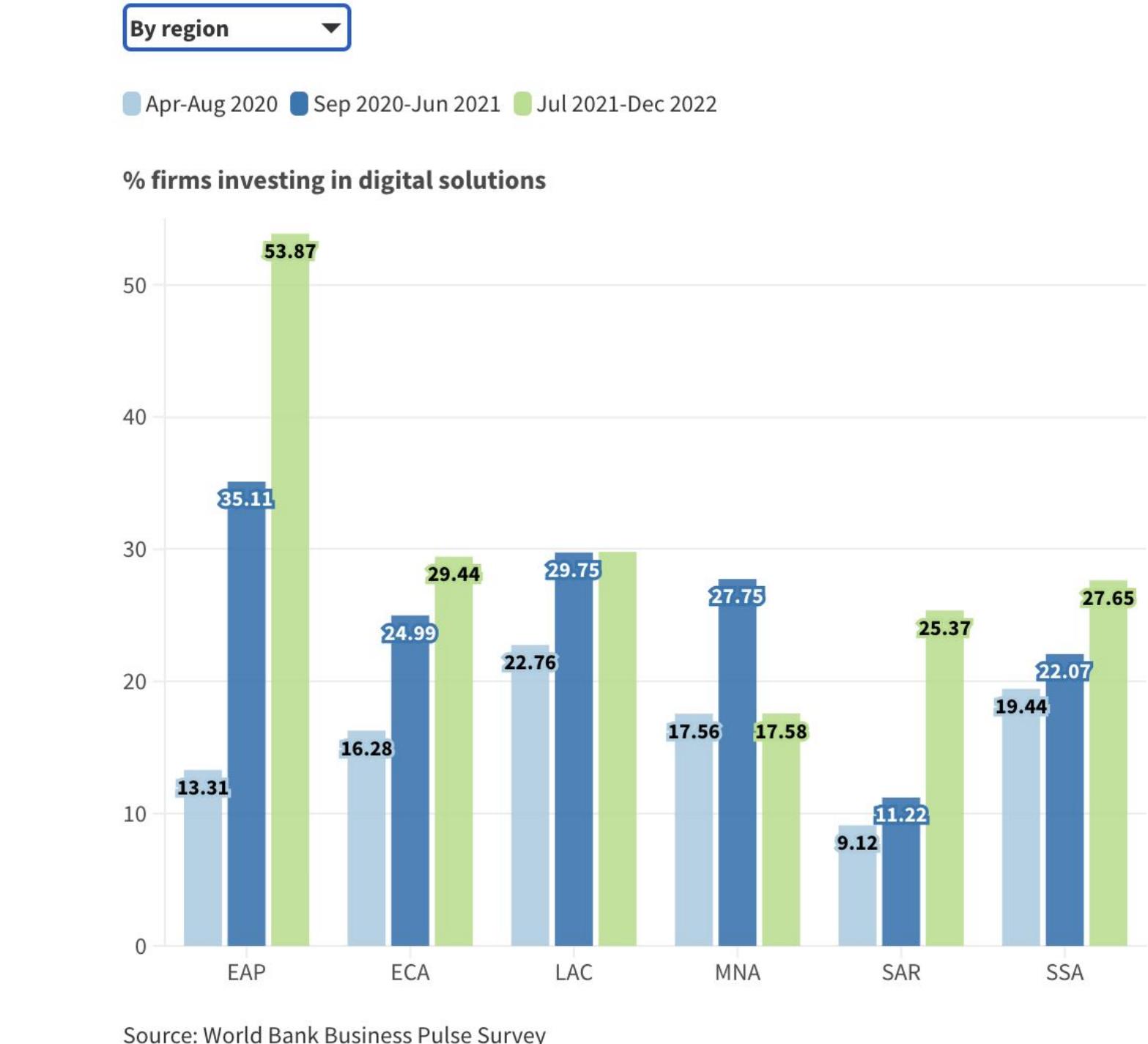
1. Introduction: Postal Transformation Trends



A RAPIDLY DIGITIZING WORLD: WHAT IT MEANS FOR POSTS (1/2)



Share of firms investing in digital solutions



Graphs source: WB Group, Global Digitization in 10 Charts:
<https://www.worldbank.org/en/news/immersive-story/2024/03/05/global-digitalization-in-10-charts>

Digital payments and e-commerce are growing rapidly worldwide, but a significant gap in emerging economies presents a key opportunity for Posts to drive inclusion and growth.

Investment in digital solutions is growing globally, with regions like East Asia leading the way. However, in many developing regions, less than 30% of firms have embraced digital tools.

A RAPIDLY DIGITIZING WORLD: WHAT IT MEANS FOR POSTS (2/2)



- Responding to disruption is urgent
- Digitizing operations is essential
- Advanced technologies drive transformation and meet customers' expectations
- Bridging physical and digital gaps is an opportunity
- Technology partnerships are key enablers
- Leadership with ownership ensures success



POSTS: BRIDGING GOVERNMENT AND PEOPLE FOR IMPACTFUL SERVICES.

Posts serve as a vital link between **government agendas** and **community needs**, driving **inclusive access** to products and services while ensuring **economic growth and resilience**.



How Posts support government goals

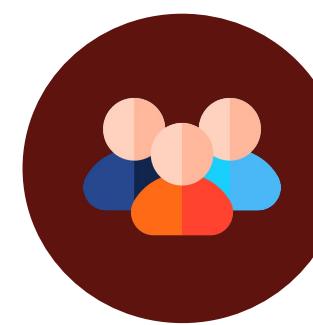
- Prioritize **financial inclusion** and **digital literacy** through **policy frameworks**.
- Strengthen **national infrastructure** to enable seamless connectivity for services.
- Invest in digital transformation initiatives to **support state-owned enterprises**.
- Drive public service accessibility with **modernized systems** (e.g., payments, IDs, and G2P programs).
- Foster **economic growth** by leveraging postal networks for last-mile delivery.



Delivering state priorities through Posts



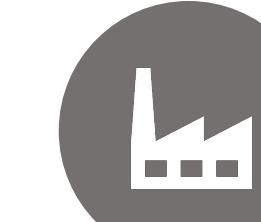
Connecting people to essential services and opportunities



Partnerships with GOV, DFIs, Donors, FSPs, Fintechs, etc.



- Posts connect government priorities with **underserved populations**.
- With a **vast physical and digital infrastructure**, Posts can deliver public services efficiently.
- Serve as **trusted intermediaries** providing essential financial and government services.
- **Facilitate access** to financial inclusion, digital payments, e-commerce, and logistics.



MSMEs, retail & gig workers

MSMEs account for **50% of GDP worldwide**.



Women

Untapped financial services market can unlock **revenue potential of \$700 billion globally**.



Rural Populations

235 million farmers globally remain unbanked



Migrants, Refugees, youth & other underserved

43.4 million refugees worldwide as of mid-2024

FINANCIAL OPPORTUNITY OF SERVING TARGET SEGMENTS



Contributing to a nation's GDP

Without the posts, a country's gross domestic product (GDP) would decline by nearly **7%**, underscoring their critical contribution to national economies.¹



Actors in social and economic development

Over **1.5 billion** people around the world have access to financial services via the post office, making Posts the world's second biggest stakeholder in financial inclusion.²



Government-to-Person Payments via Post

71% of postal operators globally offer G2P payment services- For the 23% that are licensed postal banks, G2P payments consistently rank among their top three sources of revenue



Unlocking economic growth

Banks and financial providers could unlock **\$700 billion** in annual revenue by offering financial services to women at the same rate as men.⁴

1. UPU report "State of Postal Sector 2023" <https://www.upu.int/UPU/media/upu/publications/State-of-the-Postal-Sector-2023.pdf>

2. Postal networks: Actors in the social and economic development of the Africa region 2017-20 <https://www.upu.int/UPU/media/upu/files/postalSolutions/developmentCooperation/rdpAfrica20172020En.pdf>

3. Global Panorama on Postal Financial Inclusion 2023 <https://www.upu.int/UPU/media/wwwUpuIntUniversalPostalUnionActivitiesFinancialServices/doc/Global-Panorama-on-Postal-Financial-Inclusion-2023.pdf>

4. UPU study "Post-Fintech Partnerships to Overcome Gender Inequality through Access to Postal Digital Financial Services" (2024),

POSTS & DIGITAL PUBLIC INFRASTRUCTURE (DPI).



Posts can act as both enablers and users of DPI — connecting the most remote citizens to national systems, while also generating trusted data and distributing payments with transparency.

Digital Identity (ID)

- Last-mile enrollment points for national ID and KYC
- Verification agents for ID-linked services
- Trusted physical interface for those without smartphones

E.g. India Post as biometric ID enrollment agent (Aadhaar)

Digital Payments

- Payment infrastructure in underserved areas
- Interoperable wallets & cash-in/cash-out
- Payment disbursement for gov programs (G2P, pensions, subsidies)

E.g. Tunisia's La Poste enables domestic transfers and payments via D17 mobile wallet

Data Exchange & Access

- Onboarding MSMEs and individuals into national registries. **E.g. Zimpost's ZimbabweMall platform helps MSMEs transition into the formal economy by offering digital onboarding, marketplace access, etc.**
- Hosting service kiosks with integrated access to gov platforms. **Eg. ePosta Platform (Uganda) : This online service allows users to access various postal and government services, such as purchasing stamps, shopping online, requesting deliveries, and accessing government services, all from a single portal.** [Source](#)



2. Business Models & Examples.

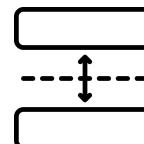


POSTS AS ENABLERS OF LAST MILE DFS. (DPI with a Human Touch)

Postal networks, through strategic business models and partnerships, have the potential to significantly enhance access to digital payment services, addressing key challenges such as financial exclusion, limited infrastructure, and the need for scalable, tailored solutions.



Trust & Access: Postal networks are positioned as **trusted, accessible intermediaries for MSME financial services**, leveraging their vast presence and customer familiarity.



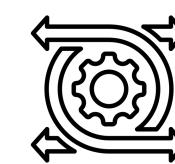
Bridging Gaps: Posts can address **digital payment gaps** for MSMEs, which face difficulties in accessing financial services due to **lack of infrastructure, limited KYC processes, and inadequate digital literacy**.



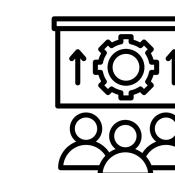
Partnerships: Partnerships between postal operators and financial service providers (FSPs) are essential for success. Posts should leverage **FSP platforms** to avoid building new technology from scratch, which accelerates service deployment.



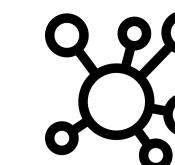
Tailored Solutions: Key success factors include **understanding local market conditions, regulatory requirements, and tailoring services to specific MSME needs**.



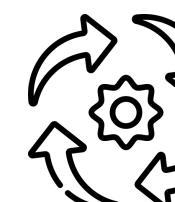
Flexibility in the digital services offered, such as different payment acceptance methods and loan products, is critical.



Capacity Building: Postal staff **capacity-building and skills training** programs are critical for ensuring that Posts can deliver and manage these new services effectively.



Interoperability: Interoperability of digital payment systems across financial platforms is vital to achieving scale. This enables a broader reach for MSME services and improves governance, risk management, and acceptance points.



Sustainability: Posts should develop **comprehensive business cases and financial projections** backed by robust market research. This will guide decisions on which models to adopt and ensure long-term financial sustainability.



STRATEGIC BUSINESS MODELS FOR POSTAL NETWORKS.

Postal networks can unlock significant opportunities for **MSME digitalization** by adopting strategic business models that leverage their infrastructure and trusted position. **Four broad business models are identified for postal networks:** acting as **financial service agents**, **digital payment acceptors**, **facilitators of supply chain payments** and **Postal Banks / Microfinance Institutions**. Each model offers distinct pathways for Posts to enhance digital financial services provision and promote financial inclusion.



MODEL 1



Posts as financial services agents

Posts act as agents for financial providers, offering services like CICO, payments, savings, credit, and insurance. **E.g. India Post, which reaches 15 million rural customers through its network.**

MODEL 2



Posts as digital payment acceptors

Posts enable digital payments through channels like POS, QR codes, and e-wallets. **E.g. Qatar Post partners with QPay to facilitate cashless transactions.**

MODEL 3



Posts as facilitators of MSME payments and delivery services

Posts integrate logistics with payment solutions to support supply chains. **E.g. Thailand Post Mart helps small farmers sell and deliver products domestically and internationally.**

MODEL 4



Postal bank or MFI

Posts operate as licensed financial institutions, offering comprehensive savings, credit and other financial products and services tailored to underserved communities. **E.g. Al Barid Bank, established in 2010 as a subsidiary of Barid Al-Maghrib, offers banking products and services.**

These business models are not mutually exclusive; Posts can adopt a combination of models to maximize their impact, tailoring their approach to the specific needs of their communities and local market conditions.

*Models 1 to 3 were identified as part of a UPU study conducted by Amarante: "[Posts as Enablers of MSME Digitalization](#)" (2024), developed by Amarante Consulting.

STRATEGIC BUSINESS MODELS FOR POST-FINTECH PARTNERSHIPS



Post-fintech partnerships offer powerful models for expanding inclusive digital financial services. By combining **postal reach with fintech agility**, Posts can deliver **tailored solutions** for underserved segments—especially women—through models that span **service extension, co-creation, and “phygital” integration**.

MODEL 1



Service Provision

Postal services are extended by integrating fintech capabilities such as payments, credit scoring, KYC, and business intelligence. **E.g. Using fintech credit algorithms to expand small loan offerings at the Post.**

MODEL 2



Co-development

Fintechs and Posts co-design DFS tailored for women's needs—either as standalone solutions or bundled with existing services. **E.g. Co-branded savings products with embedded financial education.**

MODEL 3



Phygital Infrastructure

Posts act as agent networks or one-stop shops for multiple fintechs, government actors, and social programs—offering curated financial and non-financial services. **E.g. Posts hosting fintech kiosks, social payment delivery, or bundled health + finance solutions.**

Posts can layer different forms of collaboration with fintechs to meet the evolving needs of their users—adapting to local market conditions, digital maturity, and gender-specific barriers.

DIFFERENTIATING GOVERNANCE STRUCTURES: POSTAL OPERATORS VS. POSTAL BANKS

Separate oversight and regulation`	Postal Operators: Typically overseen by ministries related to communications or information technology. Postal Banks: Regulated by financial authorities such as central banks or ministries of finance.
Importance of mapping governance	Collaborating with postal entities requires a clear understanding of their respective governing bodies to navigate approvals and align objectives effectively.
Licensing and partnerships	While postal operators are non-banking entities, they can pursue Payment Service Provider (PSP) licenses to offer financial services or collaborate with fintech companies. Transitioning to a banking model involves significant investment, regulatory compliance, and operational adjustments.
Universal Service Obligations (USOs)	Postal operators often have USOs, mandating them to provide accessible services nationwide, which can present both opportunities and financial challenges.
Divergent priorities	Postal banks may operate with objectives and innovation strategies that differ from their postal counterparts, necessitating coordinated efforts even within the same national framework.

POSTAL OPERATOR



POST BANK



Some Examples: Posts, Financial Inclusion, and DFS (1/2)



Kenya Post - PostaPay

[PostaPay](#) is a Central Bank-licensed platform offering G2P, merchant payments, and full mobile wallet interoperability — leveraging 600+ post offices to reach the last mile.



Egypt Post - Wasel Wallet

[Egypt Post](#) is advancing digital financial services through a strategic partnership with [Visa](#), aiming to issue electronic payment cards and expand e-payment solutions.



Ethiopost - Agent Network

Ethiopost is digitizing its nationwide network to create a level playing field for financial and non-financial services — positioning itself as an **inclusive agent platform**.



Botswana Post - National Payments Switch

BotswanaPost is participating in a **National Switch** to implement a platform that will switch transactions locally which will reduce transaction costs*.

*Source: Botswana Post presentation at the PAPU DFS Workshop in Tanzania, Arusha (Dec 2024)

Some Examples: Posts, Financial Inclusion, and DFS (2/2)



India Post Payments Bank (IPPB)

[IPPB](#), launched in 2018, offers full digital banking via post offices, mobile, and doorstep agents — boosting access through QR-based payments and Aadhaar-linked services.



Tunisia Post – D17 Wallet

Launched by La Poste Tunisienne, [D17](#) is a mobile wallet that enables cashless payments, merchant QR acceptance, and G2P transfers — with a focus on youth and MSME access.



Indonesia – Pos Indonesia

Through partnerships with [Neurogine](#) (nRemit) and [Kinesis](#) (Pospay Gold), Pos Indonesia offers cross-border remittances and shariah-compliant digital savings, extending access to underserved and migrant populations.



Turkish Post - Increasing eCommerce skills of women

Winner of the [2024 UPU–ITC Gender Inclusion Award](#), PTT empowers women entrepreneurs through its initiative which provides training, discounted commission rates, and delivery support to help women safely sell their handmade goods — even from remote areas.



3. Enhancing Postal Digital Financial Services with Mojaloop



Key Benefits of Integration



Seamless Interoperability

Postal account users can send/receive money to/from mobile money, banks, and government systems in real-time.



Financial Inclusion

Serves rural, unbanked populations. Villagers can receive subsidies, send remittances, and pay bills.



Low-Cost Infrastructure

Open-source, vendor-neutral platform avoids expensive proprietary systems.



Real-Time Processing

Moves from batch-based to modern, real-time DFS.



Postal Office + Mojaloop in Practice

Postal DFS

Postal Digital wallet/card/account
integrated to Mojaloop

User Onboarding

Via post offices, agents, or mobile apps



Financial Connections

To banks, mobile money, government agencies, etc.

Merchant Payments

Digital transactions at Post offices

Result: A nationally interoperable, affordable, and inclusive financial ecosystem led by the Postal Office.



Seamless Interoperability



Postal DFS offering

Starting point for transactions

Mobile Money

Send/receive in real-time

Bank Accounts / Cards

Direct transfers / purchases

G2P Systems

Government payments integration





Use Case: G2P & Social Cash Transfers

Government Agency Initiates Payment

Pensions, social grants, or relief funds are processed through central system.

Mojaloop Hub Routes Funds

Payments are directed to postal DFS platform efficiently and securely.

Postal DFS: Beneficiary Receives Funds

Real-time crediting to wallet with SMS notification to beneficiary.

Funds Utilization

Cash withdrawal at postal agent or digital spending at merchants.

Impact: Reduces leakage in subsidy distribution, reaches rural users, and creates rails for further DFS adoption; agnostic to any DFS payment instrument / channel





4. Amarante's Commitment to Postal Sector Transformation



AMARANTE AT VARIOUS LAYERS OF THE POSTAL SECTOR



Amarante signing MoU with PAPU



Ethiopost + La Poste Tunisienne Cooperation - Exposure Visit Facilitated by Amarante



Amarante team conducting exposure visit in Uganda



Amarante team conducting interactive session on Agent Banking business cases - In Uganda with ABC Co. and Ethiopost



Urban FGD held in Jakarta, Indonesia



Semi-urban FGD in Dakkar, Senegal

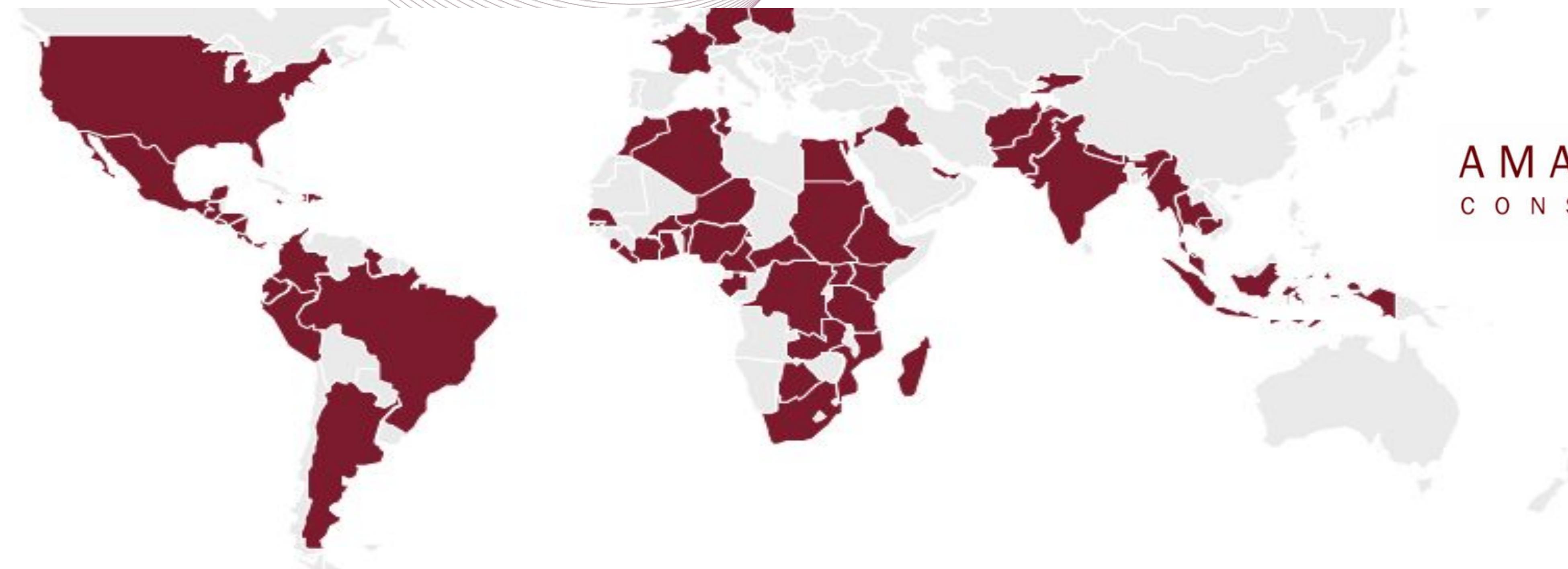


Rural FGD held in Bindhroli, India

Focus group discussions (FGDs) with women customers of Fintechs and Posts, to understand customer needs, challenges and behaviours.

AMARANTE: GLOBAL EXPERTS IN DIGITAL TRANSFORMATION

Amarante's **global reach, agile approach, and specialised expertise** enable us to deliver tailored digital transformation solutions. We help **public and private sector** clients implement impactful strategies that **drive growth, enhance efficiency and profitability while also benefiting communities.**



AMARANTE
CONSULTING

Over **300 projects** delivered, across over **70 countries**

Pluri-cultural team distributed across the globe

A **diverse skill** set and in-depth understanding of **local contexts**

Over **11 spoken languages**

Thank you for your time and attention. As public and private sector entities navigate their digital transformation journeys, Amarante remains committed to supporting your efforts to drive financial inclusion and innovation.

We look forward to continuing the conversation and working together to unlock new opportunities.

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Please scan below for more information about Amarante's work in the postal sector.

AMARANTE FOR POSTS



AMARANTE AU SERVICE DES
POSTES

