

PAN AFRICAN POSTAL UNION (PAPU)



**REPORT OF THE 38TH ORDINARY SESSION
OF PAPU ADMINISTRATIVE COUNCIL**

Ouagadougou, Burkina Faso

17-19 June, 2019

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PRESENTATION NOTE

The 38th Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) took place from 17th to 19th June, 2019, at the **Sopatel Silmande Hotel** in Ouagadougou, Burkina Faso. The Session was preceded by the meeting of the Working Group on the validation of the draft African postal directive on 11th June, 2019, Administrative and Technical Committee meetings from 12th to 13th June, 2019 and the UPU/PAPU Regional Strategy Conference for Africa held from 14th to 15th June, 2019.

The Regulators' Forum was held on 18th June, 2019.

This report to which all the decisions and resolutions are attached, summarizes the proceedings of the meeting.

1. INTRODUCTION

The 38th Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) was held from 17th to 19th June, 2019, at Sopatel Silmande Hotel, Ouagadougou, Burkina Faso, at the kind invitation of the Government of Burkina Faso.

The Session was preceded by the meeting of the Working Group on the validation of the draft African Postal Directive on 11th June, 2019, Administrative and Technical Committee meetings from 12th to 13th June, 2019 and the UPU/PAPU Regional Strategy Conference for Africa held from 14th to 15th June, 2019. The Regulators' Forum was held on 18th June, 2019.

2. PARTICIPATION

The following Council Members participated in the session:

Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Egypt, Kenya, Madagascar, Mali, Mozambique, Niger, Nigeria, Senegal, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe.

The following members of the Administrative Council were absent: **Republic of Congo, Gabon and Sudan.**

The following participated as observers:

Member States: **Algeria, Angola, Benin, Democratic Republic of Congo, Ghana, Guinea, Malawi, Morocco, South Africa, Togo.**

Partner organizations and restricted unions: **Universal Postal Union (UPU), African Union Commission (AUC), African Airlines Association (AFRAA), African Telecommunications Union (ATU), Communications Regulator's Association of Southern Africa (CRASA), Escher Group Africa, West Africa Postal Conference (WAPCO), Forum for Research and Development of Postal Services in Africa (FRDPA), Escher Group Africa, Business France Forum, the Ministry in charge of postal services of China, Japan, Japan Post and United States Postal Service (USPS).**

The full list of participants is attached herewith as **Annex 1.**

3. OFFICIAL OPENING CEREMONY

The official opening ceremony was presided over by **Mrs. Hadja Fatimata Ouattara**, Minister of Digital Development and Posts of Burkina Faso, representing the Prime Minister. In attendance were, **Mr. Younouss Djibrine**, Secretary General of PAPU, **Mr. Bishar A. Hussein**, Director General of the International Bureau of the UPU, **Mr. Christian Minoungou**, representative of the African Union Commission, **Mr. Tontama Charles Millogo**, Chairman of the PAPU Administrative Council and Chairman of the Electronic Communications and Postal Services Regulatory Authority of Burkina Faso, **Mr. Kizito Traoré**, Permanent Secretary of the Ministry of Digital Development and Posts and Chairman of the National organizing Committee for Burkina Faso, **Mr. Nabi Issa**

Coulibaly, Postmaster General of Burkina Faso Post, as well as representatives from regional and international organizations.

The following dignitaries delivered speeches during the opening ceremony:

- Mr. Younouss Djibrine;
- Mr. Bishar A. Hussein;
- Mr. Christian Minoungou;
- Mr. Kizito Traoré;
- Mrs. Hadja Fatimata Ouattara.

The available opening remarks and speeches are attached as **Annex 2**.

4. HEADS OF DELEGATION MEETING

In line with Article 4 of the Rules of Procedure of the Administrative Council of the Pan African Postal Union (2009), which require that the opening session of the Council be preceded by a meeting of Heads of Delegation and the Secretary General of the Union, to consult and agree on the Election of the Bureau and draft agenda as well as work programme, the meeting of Heads of delegation was held on 17th June, 2019.

The conclusions of the meeting of Heads of Delegation on these two issues are reflected under section 7 & 10 below.

5. CONFIRMATION OF QUORUM

Article 9 of the Rules of Procedure of the Administrative Council of the Union stipulates that the quorum shall be made up of 51% of Member States of the Council. Fifty one percent (51%) of the Member States translates into eleven (11) Member States. After a roll call by the Secretariat, it was confirmed that seventeen (17) Council Member States out of twenty (20) were present. Therefore, the quorum had been formed in line with provisions of the said Article 9.

6. OPENING REMARKS BY THE CHAIRMAN

The Chairman of the Council announced that the quorum had been formed and therefore called the meeting to order. He welcomed delegates and urged them to feel free, as well as actively participate in the deliberations.

7. ADOPTION OF THE AGENDA AND WORK PROGRAMME

The Council adopted the draft agenda attached as **Annex 3**.

8. ADOPTION OF THE 37TH ORDINARY ADMINISTRATIVE COUNCIL SESSION REPORT

The Chairman informed the Council that the adoption of this report was a formality since no observation was received after it had been posted on the PAPU website as well as circulation to

members a month before this Council Session. The Chairman also recalled that the same report was the basis for discussions during the Extraordinary Plenipotentiary Conference last year in Madagascar as well as implementation of the directives of the Council since the end of 37th Ordinary PAPU Administrative Council Session which was held from 10th to 11th April, 2018, in Algiers, Algeria.

The Council adopted the report without any amendment.

9. REPORT OF OUTGOING CHAIRMAN

The outgoing Chairman presented his report, highlighting the following key areas:

a) **Chairmanship of the 37th Ordinary PAPU Administrative Council Session**, in April, 2018, in Algiers, Algeria;

b) **Activities carried out during the previous financial year:**

- i. Theme of PAPU Day Celebration 2018;
- ii. Programme of Activities for 2017/2018 financial year;
- iii. Budget of the Union for 2017/2018 financial year;
- iv. Appointment of a new External Auditor - Ernest &Young.

c) **Challenges**

- i. **Restructuring of the Secretariat** - Implementation of the newly adopted structure began and will be implemented on continuous basis subject to availability of funds. Presently and due mostly to lack of sustainable funding, most of the critical staffing positions remain vacant. This situation requires urgent attention and needs to be addressed without further delay;
- ii. **Financing of the Union and budget** - Financing of the Union remains a huge challenge coupled with the decrease in the budget ceiling approved by the 9th Plenipotentiary Conference, from the **USD 1,721,052** to **USD 1,670,496** after re-prioritization of activities by the General Secretariat as directed by the Council. This no doubt presents continuing financial challenge that impedes full and successful implementation of all the approved activities for the quadrennial cycle;
- iii. **Representation of member states at UPU Committees** as well as at the UPU Bodies remains weak. This is despite reminders to members who were elected into the Council of Administration (CA) and the Postal Operations Council (POC) to represent the Union in the various UPU committees and working groups, especially to serve as Chairpersons or deputy Chairpersons;

- iv. **Representation of PAPU officials at the UPU meetings** remains inadequate due to austerity measures imposed by the Council;
 - v. **The current but outdated scale of assessment for annual financial contributions** to the budget of the Union and the failure of member states to pay their mandatory financial contributions as and when due also continues to affect the smooth implementation of the Union's activities;
 - vi. **The constraints on the financing of the PAPU House project** considering the need to make the project viable and the consequent upward review of the equity/loan ratio, it had become compelling for PAPU to inject additional equity cash contribution. The current finances have not allowed adequate progress in this endeavour. The details of this would be availed to the Council by the Chairman of the Finance and Administration Committee.
- d) **Way forward**

- i. Payment of mandatory annual financial contribution to the budget of PAPU within the first six months of the financial year ending 30th November of every year. This action would not only enable the General Secretariat to plan and execute the approved activities seamlessly, it would also enable Member States to avoid the 2% statutory surcharge for late settlement of annual contributions;
- ii. Review of the current scale of assessment for financial contributions that had been in force since the 4th Ordinary Plenipotentiary Conference held in 1996;
- iii. Strong appeal to member states who were elected to POC/CA for more presence and effective participation at UPU meetings;
- iv. Express appreciation to the Government and people of the United Republic of Tanzania for their commitment to the PAPU House Project.

The Chairman urged member States to make voluntary financial contributions to ensure the realization of the PAPU House project which would be an honor for the entire African Postal Fraternity.

The Council noted the report presented by the outgoing Chairman.

The full text of the report is attached herewith as **Annex 4**.

10. ELECTION AND INSTALLATION OF THE BUREAU

Rule 4 of the Rules of Procedure of the Administrative Council stipulates that during the commencement of the session, and at the proposal of one (1) member state, seconded by two (2) other Member States, the Council shall elect its Bureau, composed of one (1) chairperson, two (2) vice-chairpersons and two (2) rapporteurs. The General Secretariat shall serve as Secretariat of the meeting under the supervision of the two (2) rapporteurs.

By resolution No.04/PAPU/PC/IX/2016, on the Chairmanship of the Pan African Postal Union Plenipotentiary Conference, the Pan African Postal Union Administrative Council and the Management Board, "Administrative Council members shall elect a Chairperson and two vice-Chairpersons who must be independent from the chairperson and vice-chairperson of the Plenipotentiary Conference.

The Chairmanship and Vice Chairmanship of the Administrative Council shall rotate annually among all geographical regions of the Union, excluding the region with the country that holds the Chairmanship of the conference, taking into account linguistic balance. Only Council members shall be eligible for the chairmanship and vice-chairmanship." Therefore, the bureau was constituted as follows based on the proposal by Côte d'Ivoire that was seconded by Senegal, Tanzania and Uganda.

Chairman : Zimbabwe;

1st Vice Chairman : Madagascar;

2nd Vice Chairman : Senegal;

Rapporteurs : Gabon and Tunisia.

11. REMARKS BY THE INCOMING CHAIRMAN

The incoming Chairman, Mr. Simon Cosmas Chigwamba of the Republic of Zimbabwe made his remarks which focused on the following main areas:

- a) Welcomed delegates to the 38th Ordinary PAPU Administrative Council session;
- b) Thanked the people and the Government of Burkina Faso for the warm welcome and hospitality accorded to all delegates since their arrival in Ouagadougou;
- c) Was grateful to the organizing team for their professionalism in organizing this event;
- d) Thanked all PAPU Member States and members of the Bureau for the confidence and trust bestowed on Zimbabwe and him personally, to lead the Union from then until the year 2020;
- e) Was hopeful, that despite the heavy agenda, the work would be completed within the available time considering the delegates' vast knowledge, skills and experience coupled with cooperation;
- f) Thanked his predecessor, Mr. Tontama Charles Millogo, and the entire outgoing bureau for the unequalled stewardship for the past year and expressed hope that he was taking over from a solid foundation.

This was followed by introductions by each member of the Bureau.

12. MESSAGES FROM PARTNERS

Solidarity/goodwill messages were made by the following partners and sub regional postal organizations:

- a) African Airlines Association (AFRAA);
- b) Escher Group;
- c) African Telecommunications Union (ATU);
- d) Ministry in charge of postal services of China;
- e) Japan Post;
- f) USPS;
- g) West African Postal Conference (WAPCO).

13. PRESENTATIONS ON REMUNERATION

Presentations on the key topical issue of the UPU remuneration system were made by the following:

- a) UPU (via WebeX);
- b) USPS;
- c) China;
- d) Japan;
- e) France (via WebeX).

These presentations formed part of the conclusions made by the Operations and Technology Committee.

14. REPORT OF ACTIVITIES OF THE SECRETARY GENERAL FOR THE 2018/2019 PERIOD

The Secretary General presented his report for the period 2018/2019, focusing on the following key areas:

- The business environment;
- Performance;
- Day-to-day operational issues of the Union;
- Policy, regulatory and governance matters;
- Financial management and practices;
- Human resources;
- Activities of Regional Training Centers;
- Cooperation activities;
- PAPU membership;

- Key projects;
- Relations with the host country of PAPU Headquarters;
- Relations with the African Union, especially PAPU's institutional positioning vis-à-vis the mother Organization;
- Activities of the higher organs of the Union (PC and AC);
- International conferences and workshops;
- Challenges and actions taken/planned;
- Outlook/expectations for next financial year;
- Conclusion.

The Council expressed satisfaction with the annual report presented by the Secretary General during the 38th Ordinary Session of the Administrative Council. The Council commended the Secretary General and the entire team of the General Secretariat for a job well done despite the numerous challenges presented in the adopted report.

The full report is attached as **Annex 5**.

15. THEME OF PAPU DAY CELEBRATION FOR 2020

The General Secretariat presented the theme of PAPU Day, which had been adopted in 2016 by the Plenipotentiary Conference, namely, ***“The post: A veritable partner for financial inclusion and regional integration”***. This was noted by the Council.

16. CONSIDERATION AND ADOPTION OF REPORTS AND RECOMMENDATIONS OF TECHNICAL COMMITTEES

The Council considered the recommendations submitted by the Chairpersons of the Technical Committees as follows:

16.1 “Operations and Technology” Committee

The Council took note of the **“Operations and Technology”** Committee report which focused on the following main issues:

- a) Update on implementation of the 37th Administrative Council decisions, resolutions and recommendations, presentation by General Secretariat;
- b) Status of implementation of the Programme of Action for 2018/2019;
- c) Implementation of Customs Declaration system (CDS)
 - Update by the General Secretariat;
 - Status of implementation update by Kenya and Tanzania;
- d) PAPU Quality of service testing results and quality of service targets for 2019-2020, Report by the General Secretariat;

- e) Update on implementation of Operational Readiness for E-commerce (ORE) Project, a report by the General secretariat;
- f) Update on issuance of Nelson Mandela stamp by the General Secretariat;
- g) Integrated Product Plan (IPP) and Integrated Remuneration Plan (IRP), report by the General Secretariat
 - Update on Congress decision on IPP and IRP;
 - Remuneration proposals for small packets;
- h) Report on status of Financial Services in Africa and sharing of experience by Tunisia;
- i) E-services development in Africa;
 - Brief by General Secretariat;
 - Sharing of experience by Botswana, and Egypt;
- j) Consideration of draft Programme of Action for 2019/2020.

Thereafter, the Council adopted the following resolutions:

- Resolution on reconstitution of PAPU/AFRAA Contact Committee on the basis of one Member State per sub-region with a view to fostering collaboration and cooperation among PAPU Member States and Africa airlines;
- Resolution on implementation of financial inclusion projects;
- Resolution on e-services development in Africa, urging Designated Operators to expand their e-services portfolio in order to diversify and grow their activities, on the one hand, and Member States to share and leverage on their respective e-service experiences and other e-commerce initiatives, on the other hand.

The full report of the **Operations and Technology Committee** is attached as **Annex 6 (i)**.

16.2 “Policy, Strategy and Governance” Committee

The Council took note of the “**Policy, Strategy and Governance**” Committee report which focused on the following major issues:

- a) Proposal for rescheduling ordinary sessions of the PAPU Plenipotentiary Conference before the UPU Congress;
- b) Proposal for the establishment of an African postal CEO forum and preparation of related terms of reference;
- c) Programme of action 2019/2020 ;
- d) Development of a secure system for protecting, accessing and consulting PAPU online documents;
- e) Celebration of PAPU 40th anniversary;
- f) Presentation of the report on the study for the drafting of African postal guidelines.

Upon consideration of the Committee's report and following discussions, the Council adopted the following decision and resolutions:

- Decision approving the Programme of Activities of PAPU for the 2019/2020 financial year;
- Resolution on the establishment of an African Postal CEO Forum, which will be held concurrently with the Postal Regulators' Forum on the sidelines of the PAPU Administrative Council. The Forum is open to all African postal leaders, including those of non-PAPU Member States;
- Resolution on development of a secure system for protecting, accessing and consulting PAPU online information/documents;
- Resolution on the celebration of PAPU's 40th anniversary, whereby the Secretary General is instructed to organize the planned events, including a postal development forum on the theme "The post in the digital economy", publication of a commemorative book on the last 40 years, a philatelic exhibition, award of special distinctions to outstanding personalities in Africa's postal history, fund-raising for PAPU House project, etc..., while Member States are equally invited to commemorate this special event at their respective levels by participating actively and massively in the activities to be organized at the PAPU Headquarters;
- Resolution on the Continental Postal Guidelines, which basically instructs the General Secretariat to circulate the Study to PAPU Member States for their comments/inputs, revive the Policy, Strategy and Governance Committee's Legal Experts Taskforce to finalize the Guidelines. The Taskforce is open to all willing Member States and will work closely with the Consultant. Member States are equally requested to submit their comments/inputs by 31st October 2019 at the latest.

The full report of the **Policy, Strategy and Governance** Committee is attached as **Annex 6 (ii)**.

16.3 African Support Committee (ASC)

The Council took note of the ASC report whose thrust was on the following areas:

- a) Update on UPU Key thematic issues after the Extraordinary Congress held in September, 2018, in Addis Ababa, Ethiopia:
 - i. Update on the reform of the Union;
 - ii. Long-term financial viability of the Union (proposed alternative contribution model);
 - iii. Long-term sustainability of the Union's Provident Scheme;
 - iv. Update on Integrated Product Plan
 - v. Update on Integrated Remuneration Plan

vi. The Proposed Remuneration E-format items (small packets)

b) Support for Côte d'Ivoire to host the Ordinary 27th UPU Congress in 2020

The Council adopted all the proposals made in the ASC report, including:

- Setting up an ad hoc group on remuneration to be chaired by Egypt and composed of the following countries: Algeria, Côte d'Ivoire, Guinea, Kenya, Malawi, Nigeria, Senegal, South Africa, Tanzania, Tunisia, Uganda and Zimbabwe, to review the three options and make to the ASC any relevant proposals that may contribute to coming up with a common African strategy in preparation for the Extraordinary Congress scheduled to take place in Geneva, Switzerland from 24th to 25th September 2019;
- Involvement of all Member States to ensure the successful organization of the 26th UPU Congress to be hosted by Côte d'Ivoire in 2020. The Council recommended the organization of ASC preparatory meetings for this event by the respective sub-regions following the example of Guinea that held one of such meetings in its capacity as Vice-Chair of its sub-region. Indeed, these meetings would be used to identify the form of support to be provided to Côte d'Ivoire in a timely manner prior to the Congress.

The full report of the ASC is attached as **Annex 6 (iii)**.

16.4 “Finance and Administration” Committee

The Council took note of the Finance and Administration Committee's report which addressed the following issues:

- a) Staff matters;
- b) Consideration of the report of the Task Force on Outstanding Contributions presented by Egypt;
- c) External Auditors report on the financial statements of the Union for the year ended 31st May 2018;
- d) Interim financial statements of the Union for the period 1st June 2018 to 31st May 2019
- e) Update on PAPU House project;
- f) Update on implementation of the recommendations on the restructuring of the General Secretariat;
- g) Budget of the Union for the 2019/2020 financial year;
- h) Amendment of the Staff Rules and Regulations

- i) Financial Challenges impeding smooth implementation of the approved annual budgets
- j) Financial implications of implementing the 5th Extraordinary Plenipotentiary Conference decision adopting the Convention & Detailed Regulations of the Convention of PAPU and other related matters.

Upon consideration of the report, the Council decided as follows:

- Renewal of the one-year fixed term appointments of two staff who occupy the post of Translator/Interpreter (French/English) and the Accounts Officer, subject to satisfactory performance appraisal report and the recommendation of the Advisory Committee.
- Adoption of the report of the Taskforce on the recovery of outstanding financial contributions presented by Egypt, which made the following recommendations :
 - i. The Union should open negotiation with member States with huge outstanding financial arrears and give them opportunity to present their proposals on how they would to settle these amounts;
 - ii. Member States whose outstanding financial contributions were long overdue should emulate the action that was taken by Algeria during the 37th Ordinary Session of Administrative Council and settle their outstanding financial contributions. It was envisaged that lump sum payment of part of the arrears may attract the waiving of the remaining outstanding contributions;
 - iii. The Secretary General should visit Member States whose outstanding financial contributions were long overdue, and engage physically with higher authorities to discuss the way forward on settling the outstanding financial contributions;
 - iv. Member States should provide detailed contacts of the Authority or Agency that were responsible for the payment of annual financial contributions to enable the General Secretariat to send the invoices and reminders to the appropriate official;
 - v. Imposition of statutory sanctions on Member States whose financial contributions were overdue;
- Adoption of the audited accounts of the Union for the 2017/2018 financial year;
- Renewal of appointment for Ernst & Young as external auditors of the Union for the 2018/2019 financial year;
- Urgent generation and contribution of the remaining USD one million equity cash to PAPU House project;

- Launching of an appeal of fund during the 40th Anniversary celebrations of the establishment of PAPU on 18th January 2020. The General Secretariat was requested to engage with international development Agencies and Industrialized countries for donations towards the project. Moreover, the General Secretariat was to engage with Member States with huge arrears and offer them incentives that would enable them to contribute part of the arrears to the building fund and receive waiver for the remaining arrears;
- Promotion of a serving and competent staff to the position of Head of Executive Office in charge of Communication, Strategy and Cooperation. However, the General Secretariat was to ensure that there was regional balance, the promotion exercise must not create another vacant position and this was not be used as precedent for future promotion without recourse to Council;
- The approval of the annual budget at the amount of **US \$ 1,878,037** for the 2019/2020 financial year established on the basis of the scale in force for the present quadrennial cycle and the maintenance and application of the same scale of contributions. However, the Council recommended to the General Secretariat to limit the travel budget for official missions to US \$ 90,000 and to ensure that only missions contributing to the achievement of the Union's priority objectives were carried out;
- Adoption of amendments to the Staff Rules and Regulations proposed by the General Secretariat;
- Adoption of scale of assessment for Associate Member contributions as follows:
 - i. Organizations operating in Africa - USD 15,000 per annum
 - ii. Organizations operating in other continents - USD 20,000 per annum
- Rejection of proposal to organize the Plenipotentiary Conference after UPU Congress;
- Rejection of the proposal to establish regional PAPU offices, considered as financially unsound and non-viable. On the contrary it would be more advisable to strengthen cooperation with existing sub-regional organizations to avoid duplication of functions and efforts;
- Continuation of English and French as official working languages of the General Secretariat pending the commitment of countries willing to bear translation and interpretation expenses for the additional languages of their choice;
- Rejection of the proposal to suspend the office of Assistant Secretary General of the Union;
- Adoption of 62 years as the statutory retirement age for General Secretariat staff.

The full report of the “**Finance and Administration Committee**” is attached as **Annex 6 (iv)**.

17. UPU/PAPU REGIONAL STRATEGY FORUM FOR AFRICA 2019: PERSPECTIVES ON POSTAL VISION 2030

The Forum was held from 14th to 15th June 2019. The main objective was to elicit views on how to develop the future Abidjan Postal Strategy for 2021-2024, with the ultimate aim of enabling the growth of the UPU and by extension the postal sector.

The introductory part of the forum was to provide an update on the global and regional trends affecting the implementation of the Istanbul World Postal Strategy, and the development of the UPU's future strategy. This part was handled by the UPU.

This was followed by panel discussions on Regional perspectives (Operators), Regional Perspectives (Regulators) and Regional Perspectives (Postal operators).

The “Key Take Aways” adopted by the Forum are attached to this report as **Annex 7**.

18. POSTAL REGULATORS' FORUM

The 3rd Postal Regulators Forum took place on 18th June 2019 in Ouagadougou (Burkina Faso) on the sidelines of the 38th Ordinary Session of the PAPU Administrative Council. It focused on the following main areas:

- Consumer protection mechanisms;
- Consumer consultation mechanisms;
- Sharing of experiences and best practices by the panelists.

After deliberations, the forum urged:

1. Member States to ensure that:

- 1.1. Postal operators establish internal complaints policies and processes to ease interactions between them and consumers;
- 1.2. Regulatory authorities to establish:

- Effective services to cater for consumer complaints,
- Accessible, simplified, free and fair policies and processes for timely consumer complaints management,
- Mechanisms for consultation with consumer rights organizations,
- Mechanisms for co-regulation with other sector regulatory organs, including the personal data protection authority and financial services;

2. Regulatory Authorities to ensure capacity building of consumer associations;

3. Consumer rights organizations to specialize in postal activities to enhance efficiency in dealing with consumer complaints;
4. The PAPU General Secretariat was instructed to fast-track the process of enacting the African Postal Guidelines, which will provide for consumer rights protection.

The full Declaration as well as a Resolution made during the forum were adopted by the Council and appears as **Annex 8** to this report.

19. SIGNING OF AN MOU BETWEEN PAPU AND ZIMBABWE ON THE HOSTING OF THE 10TH PAPU PLENIPOTENTIARY CONFERENCE

The Council witnessed on 19th June 2019, the signing ceremony of the Memorandum of Understanding (MOU) between PAPU and Zimbabwe on the hosting of the 10th PAPU Plenipotentiary Conference on 19th June 2019. The meetings leading to the Conference were scheduled to start on 8th June 2020. All the events during this period would be finalized on 20th June 2020.

20. UPU MATTERS: IMPORTANT POINTS TO REMEMBER

The Director General of the UPU took the podium to share with the Council very important points which members should always remember as we go closer to the Extraordinary Congress in Geneva. He highlighted 21 points which we always have to reflect on as follows:

- a) **Remuneration** - There are three options on the table, namely, A, B and C. Although, there would be the Extraordinary Congress in September, 2019, it appeared there were no new issues to be presented by those who favour those positions; so members needed to be alert and see what would be discussed during the aforementioned Congress;
- b) **Need for UPU Quorum to be revised** - The quorum at UPU gatherings as well as decision making was based on 2/3 majority of the UPU membership which was sometimes difficult to attain. There was need for it to be revised to 50% to ensure that the same was easily attained;
- c) **Financial Contribution model** - There is need for us to fight for fair contribution model;
- d) **Provident Pension Fund** - the pension fund was a problem at the UPU. According to actuarial experts, there was a need to align it with the provisions of the UN system. Members needed to be aware of the fact that some countries in Europe were apparently frustrating this proposal for no justification;
- e) **Permanent Extra/ Midterm Congress** - An Extraordinary Congress was held last year in Addis Ababa, Ethiopia against some Western European countries' wish. Now, upon attainment of 2/3 majority through a postal ballot that was called in May, 2019, an Extraordinary Congress will be held in September, 2019 in Geneva, Switzerland. The main objective of the event would be to deliberate on remunerations issues.

Africa needs to stand up and conduct herself with unity of purpose and brace up for the challenges laying ahead;

- f) **Cooperatives** - There is need to be cautious about the creation of cooperatives at the UPU because they lead to unfair voting patterns since more voting rights were skewed towards those countries who contribute large sums of money into those bodies i.e. voting was not based on one country one vote;
- g) **Opening up of the UPU** - attention was drawn to members that there was a pending issue of whether the UPU should open up to the private sector or not;
- h) There was need for the creation of **technical team** to look into all **remuneration issues**;
- i) **Need for Africa to always remain visible at the IB of the UPU** - Africa must ensure that she was always at the UPU's leadership positions from now going forward;
- j) **Africa's participation in the activities and meetings of UPU bodies** - There was need for Africa to effectively participate in these gatherings to ensure that Africa's common position is safeguarded;
- k) **Preparations for 2020 Congress** - There was need for all African countries to support Côte d'Ivoire by organizing cultural events & hosting of lunches/dinners during the occasion;
- l) **Right to vote & possession of appropriate Credentials** - currently there are 10 Countries that are in arrears of financial contribution and under sanctions. There is need to regularize their status before the Extraordinary Congress in September, 2019, in Geneva, Switzerland.

This was augmented by the Secretary General's remarks which emphasized on the need for TEAM work entailing "Together, Everyone, Achieves More!" and unity as part of the preparations for the Congress.

Finally, the Council had the opportunity to listen to the IB expert on remuneration on the background, current status and future of the UPU remuneration systems. The presentation will be made available to Member States as soon as it is submitted to the General Secretariat.

21. ANY OTHER BUSINESS

The following points were raised as AOB:

- a) The African Union representative announced the organization of a 2nd Extraordinary Session of the African Union Specialized Technical Committee (STC) on Communication and ICT (CCICT) on the Digital Transformation Strategy for Africa in Addis Ababa, Ethiopia from 15th to 17th July, 2019 and the 3rd Ordinary STC from 15th to 19 September, 2019 in Algiers, Algeria. The purpose of the Extraordinary Session is to consider and adopt the draft framework of the Digital transformation Strategy for Africa;

- b) Zimbabwe took advantage of the opportunity to announce her bid as candidate for the position of PAPU Secretary General in the name of Mr. Sifundo Chief Moyo who is currently the Managing Director of Zimpost. Zimbabwe solicited support from the Council for her bid;
- c) Bearing in mind the various difficulties encountered with regard to the required presence or representation of UPU member countries at Congresses as well as the need to ensure that the Union is able to more easily modify its Acts, the PAPU Secretary General presented a draft proposal to amend Article 156 of the UPU General Regulations related to conditions to be tabled for approval of proposals during the upcoming 3rd Extraordinary Congress in September, 2019, in Geneva, Switzerland as follows:

“Proposals submitted to Congress relating to these General Regulations shall be approved by a majority of the member countries represented at Congress and having the right to vote. At least two thirds half of the member countries of the Union having the right to vote shall be present at the time of voting”.

The proposed amendment would trigger consequential changes to Rules of Procedure of Congresses contained in Articles 17 (quorum) and 19 (conditions of approval of proposals).

Tunisia volunteered to sponsor the proposal supported by the following members: Algeria, Cote d'Ivoire, Mali, Kenya, Madagascar, Nigeria, Tanzania, Senegal, South Africa, Zambia and Zimbabwe.

The Council approved the proposed amendment and its consequential changes.

22. ADOPTION OF THE REPORT OF THE 38TH ORDINARY SESSION OF THE ADMINISTRATIVE COUNCIL

The Council adopted the report of the 38th Ordinary Session of the Administrative Council on 19th June, 2019, in Ouagadougou, Burkina Faso. A summary of the report is also contained in the final Communiqué read during the closing ceremony.

23. DATE AND VENUE OF THE 39TH ORDINARY ADMINISTRATIVE COUNCIL SESSION

Zimbabwe confirmed her offer to host the 39th Ordinary Session of the Administrative Council in Harare. This offer was approved by the Council. The venue of this session together with the Plenipotentiary Conference, which will take place from 8th June to 20th June, 2020, will be formally communicated to members by the General Secretariat following consultations with the host country.

24. VOTE OF THANKS AND THE FINAL COMMUNIQUÉ

A Vote of thanks was addressed to the authorities of Burkina Faso by the United Republic of Tanzania for the warm welcome, generous hospitality and high-quality accommodation facilities afforded to Members during their stay in Ouagadougou.

The Final Communiqué was read by the representative of the Republic of Senegal.

Both documents are attached as **Annexes 10 and 11 respectively**.

25. CLOSING SESSION

The closing session was presided over by the Chairman of the Administrative Council, Mr. Simon Cosmas Chigwamba who thanked the organizers for a successful meeting and also wished all delegates safe trip back to their respective countries.

The other speakers during this occasion were:

- a) The Chairman of the National Organizing Committee and Permanent Secretary of the Ministry of Digital Development and Posts, **Mr. Kizito Traoré**;
- b) The Secretary General of PAPU, **Mr. Younouss Djibrine**;
- c) The Director General of the Universal Postal Union, **Mr. Bishar A. Hussein**.

Mr. Simon Cosmas Chigwamba

CHAIRMAN OF THE ADMINISTRATIVE COUNCIL

Younouss Djibrine

SECRETARY GENERAL

ANNEXES

**38TH ORDINARY SESSION OF PAPU ADMINISTRATIVE COUNCIL
17-19 JUNE 2019, OUAGADOUGOU, BURKINA FASO**

**38^{EME} SESSION ORDINAIRE DU CONSEIL D'ADMINISTRATION DE L'UPAP
17-19 JUIN 2019, OUAGADOUGOU, BURKINA FASO**

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REMARKS AND SPEECHES



PAN AFRICAN POSTAL UNION

38th ORDINARY SESSION OF THE ADMINISTRATIVE COUNCIL

**SOLEMN OPENING CEREMONY OF THE 38TH ORDINARY SESSION OF THE PAPU ADMINISTRATIVE
COUNCIL**

ADDRESS BY
Mr. YOUNOUSS DJIBRINE
SECRETARY GENERAL OF THE PAN AFRICAN POSTAL UNION (PAPU)

17 June 2019, Ouagadougou, Burkina Faso

Your Excellency Mrs. Hadja Fatimata Ouattara, Minister of the Digital Economy and Posts of Burkina Faso;
Mr. Charles Millogo Tontama, Chairman of the PAPU Administrative Council and CEO of the Regulatory Authority for Electronic Communications and Postal Services in Burkina Faso (ARCEP);

Mr. Christian Minoungou, representative of the African Union Commission;

Ambassador BISHAR HUSSEIN, Director General of the International Bureau of the Universal Postal Union;

Mr. Nabi Issa Coulibaly, Postmaster General of the National Postal Corporation of Burkina Faso;

CEOs and Directors General of postal administrations and regulatory authorities of PAPU Member States;

Members of the PAPU Administrative Council and the African Postal Fraternity at large;

Leaders of sub-regional postal organizations;

Esteemed partners;

Distinguished invitees;

Members of the press;

Distinguished delegates;

Ladies and Gentlemen, in your respective capacities, all protocol duly observed;

Ney Yibéogo!

Ani sogoma!

Bonjour!

! صَبَّاحُ الْخَيْرِ

Bom dia!

Habari Asubuhi!

Good morning!

It is a great honour and privilege for me to take the floor this evening before this august assembly during the solemn opening ceremony of 38th Ordinary Session of the PAPU Administrative Council held here in Ouagadougou, the capital city of Burkina Faso, Land of Honest People, and home of Thomas Sankara and Joseph Ki-Zerbo. It is therefore with immense joy and pride that we are gathered here today in this historic city and capital of the great Mossi Empire.

Your Excellencies, Ladies and Gentlemen,

As you are fully aware, we are here at the kind invitation of the Government, the postal authorities, and the warm and welcoming people of Burkina Faso. Indeed, our Burkinabe brothers and sisters have lived up to their reputation as demonstrated in the care and consideration accorded to us since our arrival in the country.

In fact, we have been told that the name Ouagadougou means the “**place where honour and respect are given**”.

Permit me, on behalf of the African Postal Fraternity, to convey our heartfelt gratitude to our Guest of Honour, Mrs. Hadja Fatimata Ouattara, Minister of the Digital Economy and Posts of Burkina Faso, for taking time off her very busy schedule to grace this occasion with her presence.

I equally wish to seize this opportunity to express the African Postal fraternity's profound respect and appreciation to His Excellency Roch Marc Christian Kabore, President of Burkina Faso, for his generous offer to host this event. This act of goodwill and generosity undoubtedly reaffirms his unwavering commitment to African solidarity as already shown by his unflagging support and Burkina Faso's relentless contribution to the socio-economic integration of our great continent.

Your Excellencies, Ladies and Gentlemen,

Permit me to equally pay a well-deserved tribute to the Chairman of our PAPU Administrative Council, Mr. Charles Millogo Tontama, for his outstanding stewardship and invaluable support during the past year. As Burkina Faso prepares to hand over the baton to another Member State, I must say without fear of contradiction that we will miss the wise counsel, wealth of experience and unflinching support we enjoyed from our Chairman during his tenure at the helm of our Council. Let me take this opportunity to reveal that it is the very first time in the history of our organization for a Chairperson of the Administrative Council to visit our General Secretariat during their term of office. Indeed, he confided in me that he cannot chair an organization whose headquarters he has never seen.

By the same token, our parent organization, the African Union Commission acting through the Commission for Infrastructure and Energy, has never wavered in its support and commitment. In keeping with this engagement, the African Union Commission is represented here by Mr. Christian Minoungou.

I would like to also acknowledge the presence of our Member States, sub-regional organizations including **SAPOA, WAPCO, CRASA, EACO** and **COPTAC**, and thank them for their active participation, which is an eloquent testimony to the growing trust the Union is currently enjoying from all our stakeholders as we strive on a daily basis to live up to the expectations of our Member States and partners.

At this juncture, I wish to recognize the presence of the delegations from Belgium, Switzerland, China, Japan, France, USA and India, without leaving out partners like Vodacom, Escher Group, among others

Your Excellencies, Ladies and Gentlemen,

The presence in our meetings of our brother, Ambassador Bishar Hussein, Director General of the UPU International Bureau, accompanied by his co-pilot, the Deputy Director General, Pascal Clivaz, has remained

a source of inspiration for the entire African Postal Fraternity. Since they took over the reins of the UPU in 2012, they have worked in a seamless partnership and proven beyond reasonable doubt that they are indeed a winning team. We salute them for their unwavering support and would like to reassure them that we are galvanized by the spirit of commitment and synergy their leadership has successfully instilled in the global postal community.

Once more, they demonstrated the same careful attention for Africa last week during the UPU Strategic Conference for Africa held here in Ouagadougou in preparation for the Ordinary Congress scheduled to take place in 2020. Over the two-day meeting, debates were open, frank and intense. It is our hope that Africa's concerns will be reflected strongly during the preparation of the next World Postal Strategy.

Your Excellencies, Ladies and Gentlemen,

As you may be aware, 2019 is a very pivotal and decisive year for the global postal community as we gear up for the 27th UPU Congress to be held next year in Côte d'Ivoire. Preparations are in full swing at the UPU International Bureau, Restricted Unions, Sub-regional Organizations and Member States, as the sector grapples with unprecedented challenges that range from competition, technological innovation to the ever-changing expectations of consumers.

Apart from elections to various organs of the UPU, one of the key items on the agenda of the next UPU Congress will be the crucial issue of the UPU remuneration system. This has taken center stage during debates, be it within the Restricted Unions or at the UPU level. In fact, the remuneration system is a fundamentally critical issue for Africa and the continent cannot afford to stand aside and watch developments in this regard. We have a duty to take our destiny into our own hands.

As we move forward, I wish to seize this opportunity to express my sincere thanks to our Member States for the discipline and solidarity they displayed in championing Africa's interests during deliberations on this critical issue. Above all, I would like to commend you for the positive results achieved so far together and encourage you to stay on track as we continue defending the interests of our beloved continent.

Other major highlights of our meeting will be the Postal Regulators Forum organized around the core theme: **“Role of the Regulator in Consumer Protection”**, as well as a review of the Draft African Postal Directive on postal regulation.

As I conclude my remarks, I wish to make a major announcement. On 18th January 2020, the Pan African Postal Union will be 40 years old. This key milestone will be a singular opportunity for us to take stock of how far we have come and set new targets with the ultimate goal of growing the postal sector comprehensively in our respective countries in a collectively and inclusively emerging African continent.

I am therefore calling on the entire African Postal Fraternity to come on board and join us in celebrating this landmark event that will be a major milestone in the life of our Union.

Your Excellencies, Ladies and Gentlemen,

Once more, permit me to extend my heartfelt gratitude to our hosts, Burkina Faso, and to all participants for their active contributions to the upcoming deliberations on our agenda for the coming days.

Thank you very much for your kind attention.

Merci beaucoup!!!

Barka!!!

**SPEECH BY DIRECTOR GENERAL, UNIVERSAL POSTAL UNION, AMB. BISHAR HUSSEIN, DURING
THE OPENING OF 38TH ORDINARY SESSION OF THE PAPU ADMINISTRATIVE COUNCIL
OUAGADOUGOU, BURKINA FASO**

Monday, 17th June 2019

Your Excellency Hon....., the Prime Minister of the Republic of Burkina Faso;

**Your Excellency Hadja Fatimata Ouattara, Minister of Development of the Digital Economy and Posts;
of Burkina Faso,**

Mr. Charles Millogo Tontama, the Chairman of this PAPU Administrative Council;

Mr. Younouss Djibrine, Secretary General Pan African Postal Union;

Mr Nabi Issa Coulibaly, CEO, La Poste Burkina Faso;

Mr. Pascal Clivaz, UPU Deputy Director General;

Delegates from PAPU member countries and observers;

Distinguished participants;

Dear colleagues;

Asalamu Aleikum,

My thanks and gratitude go to the organizers of this conference, the Government of Burkina Faso as well as the PAPU leadership, for inviting UPU to this forum.

My delegation and I are most grateful for the warm reception and facilitation that has been accorded to us in Burkina Faso. We have enjoyed our stay among the friendly people of Ouagadougou.

I am delighted to participate in this very important meeting addressing the development of the post in Africa.

I wish to acknowledge the existing good partnership between the Universal Postal Union and the Pan African Postal Union. We very much cherish this partnership that continues to facilitate good development of the post in this region.

Most of all, I am happy to be among friends.

Dear friends,

First, allow me to recognize the significant development of postal services that have taken place in this region in recent times.

We have witnessed improved service delivery among our postal organizations that has been made possible by the diversification of products and the introduction of new technologies.

The new areas of development include: addressing and mail delivery; the introduction of the Global Monitoring System (GMS); the Custom Declaration System; and the development of e-commerce and postal financial services, among many others.

Ladies and gentlemen,

Since the year 2017, my team at UPU has been involved in the implementation of the Regional Development Plan in the Africa region, with the focus of assisting countries to achieve Operational Readiness for E-commerce (ORE). The ORE project aims at improving the end-to-end performance and reliability of the services offered by operators and to prepare them to actively participate in the development of e-commerce in the region.

It should be noted that all projects carried out in Africa under the regional development plan are conducted in conjunction with the Pan African Postal Union, which supports the UPU in coordinating activities in the field as well the contribution of their experts to carry out some on site missions.

On the field of e-commerce, UPU has developed a concept in which we are working with African government to develop the continent's single window trading portal called Ecom@Africa. We believe this platform will assist designated operators in Africa participate more in this growing e-commerce market and help them diversify their products and attract new revenue streams. Ecom@Africa positions the postal network as a key delivery infrastructure for a variety of services in the online trade.

I wish to inform you that we have had very good progress in the countries that have taken up this project. Tunisia, Ethiopia and Cote d'Ivoire have made significant steps in setting up their national platforms. UPU has been working very closely with them to actualize their plans.

We are also in discussion with South Africa, Kenya, Cameroon, and Tanzania to progress the project in the countries. Many other countries have come up to request facilitation in the project. Our aim is to make the project Africa-wide and use the post as the window to showcase African products.

To this end, UPU has reached out to Africa Union with the aim of mainstreaming the project through the continental body for better outreach members.

I wish to thank the Africa Union for their support and look forward to working together to create a platform through which members can trade using the continental free trade initiative that was recently launched by the African heads of state.

Distinguished ladies and gentlemen,

Last week, UPU in coordination with PAPU held a very successful Regional Strategy Forum for Africa at this very venue. The Forum helped us gather views from Governments, designated operators and regulators on their vision and expectations of the direction of the postal industry in coming years.

As the largest region within UPU's membership, Africa's voice is very important in the decision making process of the Union. Furthermore, most of Africa's postal institutions require a facilitative strategy to revamp their business propositions in order to realize their full potential. I wish to thank PAPU members for their positive contributions and support to develop the 2021-2024 strategy for our Union. We witnessed very lively debates but whose content was crucial in moving the postal business forward.

With the rapid changes in the market, it is of outmost importance for postal organizations to continue improving their services to meet customer needs and also best face the growing competition. We will continue counting on your support to have the draft Strategy approved by the Council of Administration later this year and by the Congress next year.

I am glad to inform you that Asia-Pacific too gave full support to the draft strategy during their forum last month. In the coming weeks we will engage with the other regions to complete our consultations before drafting the final version for your approval.

The strategy, which is guided by the Postal Vision 2030 focuses on four key areas: encouraging governments to decrease gaps in postal investment, harmonizing of postal regulations, enhancing operational performance and encouraging greater integration of the private sector and public institutions into the international postal sector. The aim is to address all the players that impact our business and to create a facilitative platform for the postal industry to grow and thrive.

Dear Colleagues,

Let me now turn to another challenge that is facing the UPU as well as the global postal community.

Last week, the UPU's member countries voted overwhelmingly to hold a Third Extraordinary Congress in Geneva from 24-25 September. As you already know, the Congress will be deliberating on the issue of remuneration that has been the subject of our debates for some time now.

The wise decision of the member countries reinforces their desire to ensure that the Union retains its role, as well as its responsiveness to the needs of individual members.

Given the support shown by our membership, I remain confident that, even as the day grows late, we can summon the spirit of dialogue to find a just and lasting solution to this subject. The spirit has been clear: to keep the UPU family intact.

I have always advocated for the need for fast decision making for our Union. With the many changes taking place in the market, delayed decisions can turn be a crisis as the one we have now. For us to remain relevant, we must move with the trends in world business and position ourselves to continue playing important roles to provide services to all citizens of the world in an efficient, affordable and timely manner. The pace of business may not always wait for four years for us to make decisions at Congress. Furthermore, we must also be flexible enough to accommodate changes in the market in order to remain relevant and competitive.

The remuneration issue has been with us for sometime now and we failed to take concrete measures until it became a crisis. I, however, have full confidence that UPU membership is equal to the task and in Geneva we will resolve the matter for the benefit of all.

I urge PAPU members to carefully consider this subject and be part of the solution. You have many times saved the day over difficult debates as this one. As you discuss this topic, I urge you to be guided by the wisdom of our past leaders who 145 years ago saw the need of creating UPU to oversee a single global network that has supported your postal institutions ever since. I believe multilateralism is still the best option for our business. Let us support and protect our global network.

Before I conclude my remarks, I wish to point out that the remuneration issue is just a symptom of a greater problem that requires our urgent attention. In the liberalized market that our postal institutions operate within, I feel it is time we collaborated with all players in that space so as to create order and avoid uncontrolled competition. The private sector has been slowly and surely eating into our market and unless we have a well-structured engagement framework they will continue on this trend to the detriment of our investments. We simply cannot avoid engaging with them.

At national level, I urge regulators to properly license these players under the relevant categories of their business and oversee their transactions and service delivery. In this regard, you will require them to either provide universal service, just like the designated operators, or have them contribute to its facilitation. That way, a level playing ground between the private and the designated operators will be created.

At the UPU level, we would wish to engage with all postal players and bring them under a category of our membership. This way, they will be part of our treaties that will govern their operations. Moreover, as members they will be subjected to pay for use of UPU standards and other facilities that some of them are already accessing through their collaborators. This is a model that has been used successfully by other sister organizations like ICAO, ITU and WIPO. We believe it is the way forward for UPU to move on this direction.

Finally, allow me to emphasize on the need for governments in Africa to continue giving support to your postal institutions and also get more involved in global discussions that affect your industry. You cannot afford to let others make decisions for you. You are the next frontier for growth and investment in all sectors of business and thus the need to be involved in treaty making discussions that affect your countries. We don't see many government representatives in UPU, yet we are an intergovernmental organization. Governments are the decision makers in UPU. Please take up your role firmly.

Ladies and Gentlemen,

With those remarks, I wish to again thank you for this opportunity to address you and I look forward to continuing this dynamic and mutually beneficial partnership in the future.

Thank you.



**Speech by Mr. Cheikh BEDDA, Director of Infrastructure and Energy,
38th ordinary session of PAPU Administrative Council,
Ouagadougou, Burkina Faso, June 17, 2019.**

- Her Excellency; the Hon. Minister of Development of Digital Economy and Posts of Burkina Faso, Mrs. Hadja Fatimata Ouattara / Sanou;
- The President of the Electronic Communications and Posts Regulatory Authority (ARCEP) of Burkina Faso and Chairman of PAPU Administrative Council, Mr. Charles Millogo;
- The Secretary General of PAPU;
- The Director General of the UPU International Bureau;
- Ladies and gentlemen representing the Member States, in your respective qualities and grades;
- Ladies and gentlemen;

At the start of my remarks, I would like to convey to you the fraternal greetings of Her Excellency Amani Abou-Zeid, Commissioner for Infrastructure and Energy of the African Commission. Upon receiving the invitation to take part in this session, H.E Abou-Zeid had immediately expressed her desire to participate personally because of her great interest in the postal sector. Unfortunately some last minute constraints prevented her to do so. She then instructed me to represent her and deliver her message to your august assembly.

In doing so, it is with pleasure, ladies and gentlemen, that I take the floor to convey to this 38th ordinary session of the PAPU Administrative Council her message of encouragement and support. In this perspective and above all, you will allow me to address to the highest authorities, the government and the whole people of Burkina Faso my deep gratitude for the warm and typically African welcome that was reserved for me and all the amenities put at our disposal to facilitate our full participation in this important meeting.

**Excellency,
Ladies and Gentlemen,**

It's no secret to anyone. We live in a digital age and everything reminds us of it at all times. In particular, the advent of technology has changed the lives of women and men around the world. In particular, the acceleration and reliability of networks have changed the way we communicate, study, conduct our research on our world and buy and sell, our means and methods of information, the way of entertaining, to organize our life, to ensure our development and to work. This is not only true for men and women. It is also especially so for organizations. Organizations and companies that integrate, factor and build their future can be maintained, prosper and progress on digitalization, digitization. The Post Office is no exception. Fortunately, the men and women who drive this strategic sector for social, financial and digital inclusion realized this very early on and are building their development strategies on digital transformation for better customer service and for the benefit of governments. And you know how many the expectations of individuals and governments in this rapidly changing world.

Ladies and gentlemen,

As you certainly know, to meet the expectations of African citizens, the annual action of the African Union is guided by a theme of the year. So it is more for the Heads of State and Government of the Union to decide that the year 2019 will be "The Year of Refugees, Returnees and Internally Displaced Persons: Towards Durable Solutions to Forced Displacement in Africa". This theme in itself summarizes, as you may agree with me, the African Union's vision for inclusive development that leaves none of its daughters, none of its sons aside the long road to development. Who more than the refugee, repatriated or displaced person knows the pangs of hunger, thirst, illness, exclusion? It follows that the achievement of this theme requires significant resources, and Burkina Faso, which hosts 115,000 internally displaced people and more than 25,000 refugees, could confirm this, because these people in special situations are entitled to traditional humanitarian needs but also they need connectivity, money transfer services, payment services and why not online ordering and delivery services.

The Post is the only organization, which is able to provide solutions to all these concerns due to the density of its network and the nature of its services,.

Ladies and gentlemen,

The extent and variety of postal services and the capacity of the postal sector to serve all citizens without distinction prove the relevance and importance of the postal sector today in the digital age and the technical revolution and offers it today, more than yesterday, the opportunity to develop and execute its mandate more effectively. This is the place to salute your common and constant efforts for a transformed and modern African post. The organization of the 2019 regional strategy forum for Africa held here at the end of last week to prepare Africa's contribution to the future Postal Strategy of Abidjan (PSA) for the period 2021–2024 and in which we were unable to take part unfortunately and the holding of the regulators' forum scheduled for tomorrow is very reassuring in this regard. These high-level meetings help to put in place appropriate strategies and an enabling environment for the development of the sector. The AU Commission welcomes this because it is also one of its responsibilities. In this regard, I would like to announce that the Commission is currently developing a continental strategy on digital transformation which will receive your most relevant comments and observations in due course.

Already, I would like to greet and thank Ambassador Bishar Hussein, the Director General of the International Bureau of the UPU and the Deputy Director General, who enhance the brilliance of this ceremony with their presence, for the very important contribution to the digitalization received from the UPU, which is built on the experience of the e-commerce platform establishment project in Africa, e-com@Africa, deployed on the continent.

Ladies and Gentlemen,

The holding of this session of the AC also offers me and above all the opportunity to salute the fruitful collaboration with the General Secretariat of the Pan African Postal Union (PAPU), a specialized institution of the AU. Mr. Younouss and dear brother, we will continue to support you in your action within the limits of our means. In the meantime, I would like to congratulate you on the regular and successful organization of the AC sessions. Respect for the duty to account requires us to continue on this path.

Madam the Hon. Minister,

I will not be able to end my remarks without reiterate to you and the entire government the gratitude and thanks of the African Union for the sense of sacrifice that your country has just demonstrated by agreeing to host this session in the security context known to all and imposed on you since January 2016. Africa, African men and women and the friends of Africa here present stand in solidarity with your country.

I wish you fruitful deliberations during the 38th ordinary session of PAPU Administrative Council.

Thank you for your kind attention.

***Sheikh BEDDA,
Director of Infrastructure and Energy,
Representative of Dr Amani ABOU-ZEID,
Commissioner of Infrastructure and Energy
African Union Commission***

**MINISTRY OF DIGITAL ECONOMY DEVELOPMENT AND
POSTS**

GENERAL SECRETARIAT

BURKINA FASO

Unity – Progress – Justice

**SPEECH BY THE CHAIRMAN
OF THE NATIONAL ORGANIZING COMMITTEE,
AT THE OPENING CEREMONY
OF THE 38TH ORDINARY SESSION OF THE ADMINISTRATIVE COUNCIL
OF THE PAN AFRICAN POSTAL UNION (PAPU)**

OUAGADOUGOU JUNE 17, 2019

***Hon. Minister of State, Minister of Territorial Administration, Decentralization and Social Cohesion,
representing His Excellency the Prime Minister,
Hon. Madam Minister of Digital Economy Development and Posts,
Hon. Minister of Animal and Fisheries Resources and also a member of the postal family,
Ladies and gentlemen of the government,
Honorable Members of the National Assembly,
The Director General of the International Bureau of the Universal Postal Union,
The Deputy Director General of the International Bureau of the Universal Postal Union,
The representative of the African Union Commission,
The President of the Electronic Communications and Postal Services Regulatory Authority, Chairman
of the Administrative Council of the Pan African Postal Union,
The Secretary General of the Pan African Postal Union,
The Assistant Secretary General of the Pan African Postal Union,
The Chairman of the West African Economic and Monetary Union Commission,
The Executive Secretary of the West African Postal Conference,
Ladies and Gentlemen Secretaries General and Executive Secretaries of the African Postal Restricted
Unions,
The Director General of the Liptako Gourma Opening Up Authority,
Your Excellencies ladies and gentlemen, Heads of diplomatic and consular missions,
Ladies and gentlemen representatives of international and inter African organizations,
Ladies and Gentlemen Presidents of Postal Regulatory Authorities,
Ladies and Gentlemen, members of the Cabinet of the Ministry of Digital Economy Development and
Post,
The Director General of the Post of Burkina Faso,
Distinguished personalities,
Dear delegates,
Ladies and gentlemen,***

At the start of this ceremony, it is my honor to speak on behalf of the National Organizing Committee to extend a warm welcome to this 38th AC session of the Pan African Postal Union. I am fulfilling this pleasant duty with great pleasure, because your presence here this morning testifies your vision and your common ambition to build a strong Post oriented to support the development policies of our countries. It also reflects a common will

to face the new challenges facing Africa in building a prosperous postal economy that impacts the socio-economic development of our societies. To all those who made the trip to take part in this session, we are grateful and express the wish that you can make the most of this continental meeting.

I would particularly like to express my sincere thanks to all the member countries of the Pan African Postal Union who have chosen our country to host this session.

This statutory meeting also provides an opportunity for all those involved in the postal sector to revisit the various ongoing projects in order to consolidate what has been achieved and to open up new perspectives.

Distinguished personalities,

Ladies and gentlemen,

The role of the Post as a major catalyst for economic, social and cultural development is well established; but it must be recognized that the Post is facing a stiff competition in all its sectors of activity and an increasing demand from customers. It must therefore act in an insightful manner by continuously improving the quality of its products, by strengthening the skills of the players who drive its network and above all by diversifying its services through the creation of modern products that meet customer expectations. All these actions must be carried out in a coherent and concerted manner in a well organized framework. Hence the interest of this Administrative Council session of our Union, which brings together all the leaders of the African postal sector and which will allow us to outline the main development goals of the African postal sector for the years to come.

Distinguished personalities,

Dear delegates,

Ladies and gentlemen,

It will rather remiss of me if I fail to express my gratitude to all the partners who contributed, in human, financial and material resources to the organization of this session. My thanks go particularly to:

- ✓ The Hon. Madame the Minister of the Digital Economy Development and the Post, for her advice and guidance during the preparations of this session;
- ✓ The Hon. Minister of Foreign Affairs and Cooperation, the Hon. Minister for African Integration and Burkinabè residing Abroad and the Hon. Minister of Security and their staff for the support and all facilities availed;
- ✓ The President of the Electronic Communications and Postal Services Regulatory Authority, the Director General of the Post of Burkina Faso and to all the other contributors for their solicitude.

My gratitude goes to all the members of the National Organizing Committee who have spared no effort towards the success of this session.

I would like to say a special thanks to the Director General of the International Bureau of the Universal Postal Union and to the Secretary General of the Pan African Postal Union and their collaborators for their involvement, to bring, despite the distance, their touch to the organization of this 38th session of the Administrative Council of our organization.

Dear delegates,

Ladies and gentlemen,

Ouagadougou, a city known for the warm hospitality of its citizens, opens its doors to you and the organizers of this session make the commitment to offer you the best to make your stay as pleasant as possible, in order to guarantee the success of your works including results that meet your expectations. To combine business with pleasure, I would like to invite you to take advantage of your free time to discover all the charms of our beautiful city.

Distinguished personalities,

Dear delegates,

Ladies and gentlemen,

Finally, I would like, on behalf of the national organizing committee, to request your indulgence as well as your suggestions for any shortcomings that may come to light in the organization; indeed, as you already know, all human work remains perfectible.

And to end my remarks, on behalf of all the members of the national organizing committee and in my personal name, I wish every success to your works.

Long live to regional and international postal cooperation and solidarity!

Long live to the Pan African Postal Union!

Thank you.

**MINISTRY OF DIGITAL ECONOMY
DEVELOPMENT AND POSTS**

CABINET



BURKINA FASO
Unity – Progress – Justice

38th ADMINISTRATIVE COUNCIL SESSION OF THE PAN AFRICAN POSTAL UNION (PAPU)

**OPENING SPEECH OF HIS EXCELLENCY
Christophe Joseph Marie DABIRE, Prime Minister**

Ouagadougou, 17 June, 2019

- ✓ *Ladies and Gentlemen Presidents of Institutions,*
- ✓ *Hon. Madam Minister of Digital Economy Development and Posts,*
- ✓ *Hon Members of the Government,*
- ✓ *Honorable members of the National Assembly,*
- ✓ *The Director General of the International Bureau of the Universal Postal Union,*
- ✓ *The Deputy Director General of the International Bureau of the Universal Postal Union,*
- ✓ *The Secretary General of the Pan African Postal Union,*
- ✓ *The Executive Secretary of the West African Postal Conference,*
- ✓ *Ladies and Gentlemen Secretaries General and Executive Secretaries of the African Postal Restricted Unions,*
- ✓ *The Chairman of the West African Economic and Monetary Union Commission,*
- ✓ *The Director General of the Liptako Gourma Opening Up Authority,*
- ✓ *The Secretary Generals and Executive Secretaries of African regional economic unions,*
- ✓ *Your Excellencies ladies and gentlemen, Heads of diplomatic and consular missions,*
- ✓ *The President of the Electronic Communications and Postal Services Regulatory Authority,*
- ✓ *The Secretary General of the Ministry of Digital Economy Development and Posts, Chairman of the National Organizing Committee,*
- ✓ *Ladies and gentlemen, members of the cabinet of the Ministry of Digital Economy Development and Posts,*
- ✓ *The Director General of the Post of Burkina Faso,*
- ✓ *Distinguished personalities,*
- ✓ *Dear delegates,*
- ✓ *Ladies and gentlemen,*

The opening in Ouagadougou of the 38th session of the Administrative Council of the Pan African Postal Union (PAPU) offers me the pleasant opportunity to greet all participants present here and pay a vibrant tribute to the actors of the African postal sector for their invaluable contribution to the development of our populations.

It will rather remiss of me if I fail to express my special gratitude to the Director General of the International Bureau of the Universal Postal Union (UPU), Mr. Hussein BISHAR and the Secretary General of the Pan African Postal Union (PAPU), Mr. Younouss DJIBRINE for their tireless efforts towards professionalization of the postal sector on our continent.

This session which is held in a context marked by the fourth industrial revolution made up of challenges to be met by our postal administrations to ensure the modernization of our economies, is of capital importance. It is indeed a framework enabling participants to exchange on the opportunities offered by the new economy.

For the next three days, you will review different themes with an important section devoted to the revitalization of our regional organization and better governance.

Distinguished personalities,

Ladies and gentlemen,

Member of the Universal Postal Union (UPU), our country is also at the continental level within the Pan African Postal Union (PAPU) and at sub-regional level, we are active within the West African Postal Conference (WAPCO).

It should be recalled that the UPU is a specialized Agency of the United Nations and PAPU a specialized Institution of the African Union. As for the WAPCO, it has embarked on a process for its recognition as a specialized ECOWAS Organ.

Since it has joined these institutions, our country has always made the effort to be up to date with its contributions to the budgets of these organizations, which we consider as a legitimate duty to support the life and functioning of these vital organizations for the posts of the continent.

Also, the contributions of the delegates from Burkina Faso in the meetings and working groups of these organizations are appreciated by our government.

This is why I would like to take this opportunity to appreciate at their fair value the multiple achievements of these organizations in the consolidation of the postal sector and the maintenance of the principle of single postal territory, cardinal value of the UPU and proof of a harmonized development of postal activities.

Distinguished personalities,

Ladies and gentlemen,

Burkina Faso has included the post as an instrument of development which is embodied in its development benchmarks, namely the National Plan for Economic and Social Development (PNDES) in its goal No.3. This is closely aligned with the vision of the Universal Postal Union (UPU), translated into the Istanbul 2017-2020 global postal Strategy, which makes the post an accelerator of inclusive development and an essential component of the global economy.

To this end, the regional priorities are (i) efficiency in operations and the development of e-commerce, (ii) development of postal financial services and (iii) development of the postal sub-sector including diversification of the service offered.

Endorsing these priorities, the Government of Burkina Faso has undertaken a number of actions with the long-term objective of seizing the potential of the postal sector for its economic and social development.

These include:

- The development of a National Postal Development Strategy for the period 2019-2023;
- The development of a Postal Coverage Investment Plan (PICP);
- The ongoing development of a National Addressing Plan;
- The development of postal codes;
- The current proofreading of the postal law;
- The launch of the “Fasoranana” market place and new digital products by La Poste BF;
- The establishment of the Professional Association of Postal Operators in Burkina Faso (APOP-BF).

All these actions have undoubtedly enabled the postal sector in our country to embark on a decisive turning point in its process of modernization and transformation in a context of an all together growing digital expansion.

Distinguished personalities,

Ladies and gentlemen,

I appreciate the role and responsibility of the continental postal organization in supporting and guiding the various members in their desire to modernize the sector's activities.

The growing development of e-commerce is an opportunity for our posts to contribute to improving the balance of trade of our continent in Global Trade.

This is why I appreciate and welcome the holding of this session which provides a framework for federating the best ideas and initiatives for a concerted and harmonized development of our continent.

While wishing everyone an excellent stay in the capital of Burkina Faso, I declare open the works of the 38th session of the Administrative Council of the Pan African Postal Union.

I wish you successful deliberations!

Thank you.

38TH ADMINISTRATIVE COUNCIL

PAPU/AC/XXXVIII/2019 – Doc. No.1

17-19 June, 2019, Ouagadougou, Burkina Faso

DRAFT AGENDA OF THE 38TH ORDINARY SESSION OF PAPU ADMINISTRATIVE COUNCIL**BUREAU**

CHAIRPERSON	-	Burkina Faso
1 ST VICE CHAIRPERSON	-	Egypt
2 ND VICE CHAIRPERSON	-	Mozambique
RAPORTEURS	-	Tanzania and the Republic of Congo
SECRETARY	-	General Secretariat

WORKING HOURS

MORNING	:	09.30	-	13.00
TEA BREAK	:	11.00	-	11.30
AFTERNOON	:	15.00	-	18.00
TEA BREAK	:	16.00	-	16.30

ITEM
No.

DRAFT AGENDA

DOCUMENT

DAY ONE

1. Registration of Delegates;
2. Official opening ceremony;
3. Meeting of Heads of Delegation;
4. Confirmation of quorum;
5. Remarks by Chairperson;
6. Adoption of the Agenda and the Work Programme; **PAPU/AC/XXXVIII/2019 - Doc No.1**
7. Adoption of the 37th Administrative Council Session Report; **PAPU/AC/XXXVIII/2019 - Doc No.2**
8. Report of the Chairman of the Administrative Council; **PAPU/AC/XXXVIII/2019 - Doc No.3**
9. Election and installation of the Bureau;
10. Remarks by incoming Chairperson;
11. Messages from Partners;
12. Presentation on Remuneration:
 - UPU
 - USA
 - China
 - Japan/France
13. Report of Activities of the Secretary General for the 2018/2019 period; **PAPU/AC/XXXVIII/2019 - Doc No.4**
14. Theme of PAPU Day Celebration for 2020; **PAPU/AC/XXXVIII/2019 - Doc No.5**

15. Reports and recommendations of Technical Committees, by Chairpersons;
- a) Operations and Technology; **PAPU/AC/XXXVIII/2019 - Doc No.6**
 - b) Policy, Strategy, Governance. **PAPU/AC/XXXVIII/2019 - Doc No.7**

DAY TWO

16. Postal Regulators Forum

DAY THREE

17. Report of the African Support Committee **PAPU/AC/XXXVIII/2019 - Doc No.8**
18. Report of the External Auditor on the Accounts of the Union for the financial year ended 31st May, 2018; **PAPU/AC/XXXVIII/2019 - Doc No.9**
19. Report and recommendations of the Finance and Administration Committee, by Chairperson; **PAPU/AC/XXXVIII/2019 - Doc No.10**
20. Any Other Business;
21. Date and venue of the 39th AC;
22. Vote of Thanks and the Final Communiqué;
23. Closing session.

OUTGOING CHAIRMAN REPORT



ACTIVITY REPORT FOR THE CHAIRMAN 2018/2019

1. INTRODUCTION

I am pleased to present my report as the outgoing Chairman of the Council and give an account of what I have accomplished during my tenure spanning the period 2018/2019 financial year, as annotated below.

2. CHAIRED THE 37TH ORDINARY PAPU ADMINISTRATIVE COUNCIL SESSION, IN APRIL, 2018, IN ALGIERS, ALGERIA

In accordance with the provisions of Article 5 of the Rule of Procedure of the Administrative Council of the Union, the Chairman shall organize the work during sittings. He shall open and close sittings, direct the debates, grant the use of the floor, submit to a vote matters under discussion when deemed necessary, announce the results of votes and rule on points of order in accordance with the present Rules of Procedure.

Furthermore, Article 5 of the Detailed Regulations charges the Administrative Council with the responsibility of directing, controlling and coordinating financial and administrative activities of the union, among others.

In line with these provisions, I am pleased to report that that during the year under review, I successfully carried out this responsibility together with the General Secretariat. In this connection, permit me to express my sincere gratitude to the Member States of the Council who gave Burkina Faso the opportunity to lead during this period and for their cooperation in making my stewardship successful and the Secretary General and his staff for their support.

You will recall that at our meeting held in Algeria, we considered and approved the under listed activities, among others, that were submitted to the Council:

- a) Theme of PAPU Day Celebration 2019;
- b) Programme of Activities for 2018/2019 financial year;
- c) Budget of the Union for 2018/2019 financial year;
- d) Appointment of the External Auditor.

All these matters were fully executed and are contained in the Secretary General's Report of Activities for the year 2018/2019 that you will consider and adopt later.

Other activities carried out during the period under review are as follows:

- a) Implementation of the tasks assigned to me as Chairman of the Council, namely, the approval of additional USD 2 Million equity cash contribution towards the PAPU House Project.
- b) Another milestone during my tenure was the signing of the joint declaration on the organization of the 27th Universal Postal Congress by the UPU Director General and the Minister of Digital Economy and Post for Côte d'Ivoire, Claude Isaac Dé, for the hosting of the next UPU Congress. In this regard, I wish to invite you to give "A big applause" to our Member, Cote D'Ivoire for the well-deserved achievement. We hereby promise to support you until the next Congress's successful conclusion;
- c) Furthermore, an important milestone achieved after the Algiers Administrative Council Session and which will buoy the life of our Union in the coming years is the validation of the terms of reference (TOR) of the study on the development of a draft African Postal Directive. Following the adoption of Resolution No.18/PAPU/AC/XXXVI/2017 on postal regulation, by the 36th Ordinary AC Session, held in Nairobi, Kenya, a consultant is carrying out the task. We hope that In the near future, the long-awaited directive will help to set up a harmonized postal regulatory framework at the African level, as well as a single regulatory model.
- d) On administrative matters at the General Secretariat, in line with the provisions of the Staff Rules and regulations, I gave anticipatory approval to organize on an in-house basis and promote any qualified and competent staff to the post of Head of Executive Office of the Secretary General. This office shall coordinate, in the main, matters relating to the Cabinet of the Secretary General, Communication and media relations as well as strategic planning.

3. HOLDING OF THE 5TH EXTRAORDINARY PLENIPOTENTIARY CONFERENCE AND EXTRAORDINARY UPU CONGRESS

Dear delegates, as you are aware the 5th Extraordinary Plenipotentiary Conference was held in July, 2018 in Madagascar. My sincere appreciation and thanks go to Madagascar for having hosted this watershed gathering. It is gratifying to note that the event was executed with resounding success. You may recall that the main objectives for convening the Plenipotentiary Conference were twofold, as follows:

Firstly, to consider and approve the amendments made to the Acts of the Union which were examined by the Legal Experts Task Force within the Policy, Strategy and Governance committee in November, 2017 and circulated to members for comments and input;

Regarding the Acts of the Union, I am glad to report that all our proposals from the 37th AC session held in Algeria were considered to be relevant and were adopted by our supreme organ. Consequently, the Union is henceforth proud of having some Instruments that are adapted to the modern and current postal environment. I therefore wish to warmly thank all Council members, for their invaluable contribution towards the achievement of this more than thirty (30) years awaited result.

Secondly, to come up with common positions on UPU key content issues so that Africa's interests are adequately safeguarded during the Extraordinary UPU Congress held in early September, 2018 in Addis Ababa, Ethiopia.

As far as the Extraordinary UPU Congress held in Addis Ababa was concerned, I wish to take advantage of this gathering to commend Member States for their unity of purpose which enabled Africa to be focused and streamlined during the deliberations. We encourage Member States to always remain united in all circumstances

In addition, during the Extraordinary UPU Congress held in early September, 2018 in Ethiopia the following issues were deliberated on:

- a) UPU reform where countries agreed on improvements to enhance the UPU's efficiency, as well as its role and relevance. Specifically, they agreed on changes to election procedures at UPU's operational body - the Postal Operations Council (POC) - which will simplify the election process, and provide improved regional representation;
- b) Concerning UPU contributions, member countries agreed on a landmark decision to reduce the contributions provided by Small Island Developing States (SIDS). As you may be aware, these countries are some of the most disadvantaged of all UPU member countries and have faced struggles to pay UPU contributions. The reform of the overall contribution system was carried over to the 2020 Congress. Agreement on the pension fund will also allow UPU to move to a more sustainable future;
- c) Member countries adopted all proposals that came through the Postal Operations Council (POC) and Council of Administration (CA) on the Integrated Product Plan (IPP), which is designed to

develop a fully integrated portfolio of physical postal products (letter post, parcel post and express mail service - EMS);

The sole exception was mandatory tracking. Congress, instead, decided to adopt an implementation roadmap for the IPP, and instructed the POC to keep pace with changes in the marketplace by modernizing services, including developing proposals on the tracked service for the 2020 Congress;

- d) The Extraordinary Congress achieved a major success by approving, by consensus, a compromise proposal on the Integrated Remuneration Plan (IRP). The IRP, as you are aware, aims to modernize, rationalize and integrate the postal remuneration systems of member countries.

I also wish to congratulate all of you for having critically studied issues at hand aimed at safeguarding our interests as a developing continent during both the aforementioned Congress and the POC/CA sessions. By the same token, I wish to enjoin you to applaud the PAPU Secretary General and his team who tirelessly guided our members during the deliberations. Suffice to say that the same continuing spirit is being demonstrated during other similar meetings, especially at the UPU level where at the moment the critical issue of remuneration for small packets is being fiercely debated.

In fact, this spirit was elucidated by the UPU Director General, Mr. Bishar Hussein who said at the end of the Congress that, "Working together in the spirit of cooperation, [member countries] has helped to make this Congress a success, as well as a powerful voice for a truly inspirational industry."

By extension, I commend the work done by the African Support Committee which was established by a resolution taken in Nairobi Kenya in 2017 and encourage you to support their work as we prepare for the Abidjan Congress next year.

4. CHALLENGES

During my tenure, I encountered the following inherent challenges:

- a) Restructuring of the Secretariat –Implementation of the newly adopted structure began and will be implemented on continuous basis subject to availability of funds during the cycle. Presently and due mostly to lack of sustainability funding, most of the critical positions remain vacant. This situation requires urgent attention and needs to be addressed without further delay;

- b) Financing of the Union and budget - Financing of the Union remains a huge challenge coupled with the decreased in the budget ceiling approved by the 9th Plenipotentiary Conference, from the **USD 1,721,052** to **USD 1,670,496** after re-prioritization of activities by the General Secretariat as directed by the Council. This no doubt presents immediate and continuing financial challenge that impedes full and successful implementation of all the approved activities for the quadrennial cycle;
- c) Representation of member states at the UPU Committees as well as at the UPU Bodies remains weak. This is despite reminders to members who were elected into the CA and POC to represent the Union in the various UPU committees and working groups, especially to serve as Chairpersons or deputy Chairpersons;
- d) Representation of PAPU officials at the UPU meetings remains inadequate due to austerity measures imposed by the Council;
- e) The current but outdated scale of assessment for annual financial contributions to the budget of the Union and the failure of member states to pay as and when due also continues to affects the smooth implementation of our activities;
- f) The constraints on the financing of the PAPU House project considering the need to make the project viable and the consequent upward review of the equity/loan ratio has made it compelling for PAPU to inject additional equity cash contribution. The current finances have not allowed adequate progress in this endeavour. The details of this will be availed to the Council by the Chairman of the Finance and Administration Committee.

5. RECOMMENDATIONS

For the smooth running of our organization, I wish to recommend as follows:

- a) Payment of mandatory annual financial contribution to the budget of PAPU within the first six months of the financial year ending 30th November of every year. This action will not only enable the General Secretariat to plan and execute the approved activities seamlessly, it will also enable Member States to avoid the 2% statutory surcharge for late settlement of annual contributions;
- b) Review of the current scale of assessment for financial contributions that has been in force since the 4th Ordinary Plenipotentiary Conference held in 1996;

- c) Strong appeal to member states who are elected to POC/CA for more presence and effective participation at UPU meetings;
- d) Finally, express appreciation to the Government and people of the United Republic of Tanzania for their commitment to the PAPU House Project. I therefore urge member States to make voluntary financial contributions to ensure the realization of the project which will honor the entire African Postal Fraternity.

6. CONCLUSION

In conclusion, on behalf of Burkina Faso and indeed on my own behalf, I wish to seize this opportunity to sincerely thank all members of the outgoing bureau of, namely, Egypt, Mozambique, Tanzania and Congo (Republic) for the unwavering support that was given to me during my tenure.

I am also highly indebted to the Secretary General and the staff of the General Secretariat that have satisfactorily worked with and given me all the support that I needed from them.

Furthermore, I will fail in my duty if I do not say thanks to all the member states for their cooperation throughout my tenure. It is on record that we have been extending this brotherly cooperation to every Member State that has been elected to chair the Administrative Council of the Union. In the same spirit, it is my wish that you extend a similar gesture to the Chair and members of the incoming bureau.

As for the incoming bureau, I wish to sincerely congratulate them for the well-deserved nomination as office bearers for the next one year which will be a perfect mix of excitement and challenges considering that we have the critical issue of remuneration on the table and at the same time we have to prepare for both the PAPU Plenipotentiary Conference in Zimbabwe as well as the Abidjan Congress in 2020. As I hand over the mantle of leadership to them, I wish to say that I am very confident that they will take over from where we have left the Union at and sincerely believe that they will take our union to greater and loftier heights. I practice an open door policy and as such should you need any assistance from me during this session and afterwards, I will be available at your behest.

Lastly, but of course not the least, I wish you and the entire Union very exciting and successful deliberations during this meeting and in future interactions throughout your tenure.

Thank you very much for your kind attention.

Charles MILLOGO TONTAMA

***Chairman of the Posts and Telecommunications Authority of Burkina Faso and Chairman of PAPU
Administrative Council 2018-2019***



38th Ordinary Session of the Administrative Council
17-19 June 2019, Ouagadougou, Burkina Faso

Original English
PAPU/AC/XXXVIII/2019-Doc. No.4

<p>Subject Activity Report of PAPU Secretary General for the period 2018-2019 Report made on 17th June, 2019, Ouagadougou, Burkina Faso</p>	<p>References/paragraphs Article 9, paragraph 17 of PAPU Detailed Regulations of the Convention</p>
<p>Decision expected</p> <ul style="list-style-type: none"> • Take note of the report • Make any inputs deemed necessary • Adopt the related Resolution 	

1. INTRODUCTION

Pursuant to the relevant provisions of Article 9, paragraph 17 of PAPU Detailed Regulations of the Convention, the Secretary General is pleased to present to the Administrative Council the report of activities of the Union for the 2018-2019 period.

I wish to emphasize that the 2018/2019 financial year was a very special one for the Union. Indeed, several key activities have been achieved, foremost of which are:

- 1.1. The continuation of the Regional Development Plan (**RDP**) with its flagship projects of developing e-commerce and financial inclusion;
- 1.2. The holding of the Extraordinary Session of the Plenipotentiary Conference that ended up with the adoption of a new updated version of the Acts of the Union, which is in synchrony with today's realities;
- 1.3. The 2nd UPU Extraordinary Congress that took place in Africa for the first time in eighty (80) years and witnessed taking up key decisions that will likely bring about a long-lasting transformation of the global postal landscape.

It is against this unique backdrop – and with very limited resources – that the General Secretariat carried out the activities presented in this report. These include:

- Introduction
- The business environment;
- Performance;
- Day-to-day operational issues of the Union;
- Policy, regulatory and governance matters;
- Financial management;
- Human resources;
- Activities of Regional Training Centers;
- Cooperation activities;
- PAPU membership;
- Key projects;
- Relations with the host country of PAPU Headquarters;
- Relations with the African Union our mother Organization (Institutional positioning);
- Activities of the higher organs of the Union (PC and AC)
- International conferences and workshops;
- Challenges and actions taken/planned;
- Outlook/expectations for next financial year;
- Conclusion.

2. BUSINESS ENVIRONMENT

Certainly, the year that has ended has continued to be marked by internal conflicts, cross-border insecurity, criminality in all forms, natural disasters, economic growth decrease, and so on.

Nevertheless, the political environment in general, remained relatively stable during the period under review as more and more African countries were adopting principles of democracy and good governance under the invaluable guidance of the African Union.

In this regard, you may recall that the **African Continental Free Trade Area (AfCFTA)** Agreement and the **Protocol on Free Movement of Persons** was signed by the Heads of State and Government of the African Union on 21st March, 2018. This marked a giant step towards African integration. During this year's Summit in February, a template on Tariff Liberalization was adopted, which will be used by Member States in preparing the AfCFTA Schedules of Tariff Concessions.

The summit also decided that Member States wishing to enter into partnerships with third parties should inform the Assembly with assurance that those efforts will not undermine the African Union vision of creating one African market, among others.

Concerning our sector, the African Union's continued acknowledgement of the potential strategic role of the post in achieving the United Nation's Sustainable Development Goals and delivering on its Agenda 2063, christened "**The Africa We Want**", is a happy omen that the development of our sector will receive a major boost in the coming years.

In the meantime, the post continues to face myriad and complex challenges.

Firstly, the continued phenomenon of dwindling mail volumes, alignment with technological developments, unfair competition, liberalization/political development, new customer expectations and significant shifts in consumption patterns, among others, continue to pose serious challenges to the sector.

On the network development, the post in Africa has hardly **25,000** postal outlets unevenly spread across the continent. Indeed, considering the vastness of the Continent and its demographics, this falls far short of the **local territorial coverage** that should normally be expected. Worse still, some of the existing post offices have remained in a dilapidated state for ages now and not connected to the internet. Although most countries are striving hard to improve their postal services and products, the post's inability to **finance its key projects** continues to be a serious drawback for most countries. Most reforms taking place are at best yet to meet the objective of **reform of the sector**.

Nevertheless, the commitment to the universal service obligations by Member States continued to be the rallying point for the post to advance its provision of inclusive services, to earn invaluable trust in the society as elucidated by myriad decisions taken at the highest level of the African Union on postal projects. Thus, the postal sector has continued to be recognized as an essential part of our Member States' socio-economic infrastructure and a vital contributor to socio-economic inclusion.

On the technological front, the advent of ICTs, especially internet and globalization continued to present enormous growth opportunities for the sector and reinforced its capacity to adapt and diversify products and services aimed at meeting customer expectations. Postal entities that have successfully integrated technological solutions into their service portfolio thereby boosting the quality of same have, to a great extent, dispelled fears of a sudden death of the post by substitution.

According to ITU (2017) young people represent almost a quarter of the total number of individuals using the Internet worldwide. In all LDCs, **35%** of the individuals using the Internet are young people aged **15-24**, compared with **13%** in industrialized countries and **23%** globally. In **Africa** alone with **37%** of the youth using internet, this holds out huge opportunities for the post.

Thanks to the many innovations introduced by the PTC such as CDS, IPS, GMS etc., coupled with initiatives organized jointly by the UPU and PAPU such as ORE and digitization solutions aimed at equipping the post with technology as well as human resource capacity building, Africa's posts are currently poised for take-off towards sustainable development by leveraging on the burgeoning e-commerce sector.

On the socio-economic arena, the generally stable economy of most African states with continued growth rate averaging 6% per annum makes it the second fastest growing economy, although the greater part of 2018 was faced with economic downturn which started in 2015 as a result of domestic macroeconomic instability stemming from poorly managed debt, inflation, budget deficits, as well as political and regulatory uncertainties. However, the general exciting average growth phenomenon of 6% coupled with the over 660,000 post offices that are inter-connected worldwide remained the unassailable advantage of the Post. Furthermore, over 91% of postal operators offer financial services directly or in partnership with other financial institutions; thus making the post the second largest contributor to financial inclusion. The network also remained the largest logistics enterprise in the world. All these combined to position the Post as a unique national infrastructure for the acceleration of socio-economic inclusion.

Moreover, the postal services in Africa continued to face immense challenges arising from weak financial base while at the same time confronted with lack of adequate technological infrastructure, institutional and operational frameworks. Although, various initiatives are being made by Member States, the need to step up on technology development, governance and improvement on the sector's legal and regulatory framework is very germane to build the much-needed synergy, which will usher in the desired transformational change.

Thus, smart policies, strategies and solutions, as well as reformed institutions, a well-trained and seasoned work force is critical in this direction. As we continue implementing the Istanbul World Postal Strategy embraced in the Regional Development Plan (RDP) for Africa, which already largely incorporated the policy thrust of the African Union Agenda 2063 and the UN SDGs, there is a strong likelihood that the expected positive changes will ultimately be realized.

3. PERFORMANCE

3.1 Implementation Status of Decisions, Resolutions and Recommendations

The Council will recall that at the 37th Ordinary Session of the Administrative Council in Algiers, Algeria, six (6) decisions, eleven (11) resolutions and six (6) recommendations were made.. Chairmen of the various Technical Committees will present the status of the implementation of each of the directives as they deliver their technical committee reports.

Furthermore, if need be, we will revisit those related to the programme of action in subsequent sections of this report.

3.2 Status of implementation of the programme of Action of the Union for the Financial Year 2018/2019

The 37th Ordinary Session of the Administrative Council in Algiers, Algeria approved six (6) activities to be undertaken during the period 2018/2019. These activities are as follows:

3.2.1 Workshop on Customs processing and mail handling (In collaboration with UPU)

This activity did not take place during the year under review due to the belated approval of projects by the QSF Board of Trustees. Thus, it will be conducted this year. Moreover, the General Secretariat is implementing Regional Quality of Service Fund Project on the implementation of the Customs Declaration

Systems (CDS) in which sixteen (16) African countries are participating. The startup workshop for the project will be held before the end of 2019. It is worth noting that this project will be partly funded by Emirates Post under our bilateral cooperation.

3.2.2 Field missions to support member states on identified areas of need including addressing, e-services, operations at international mail hubs, conceptualization and development of regional projects, etc.

Despite several reminders by the General Secretariat this activity could not hold due to sub-regional/ member states failure to respond to call circular. This item will continue to be sustained in our subsequent plan. I therefore call upon member states to respond to the call for submission of the areas of need.

3.2.3 Postal security: “Implementation and review of UPU security standards workshop for English and French speaking countries

The planned postal security workshop was held within the framework of the Operational Readiness for E-commerce (ORE) Project. During the period under review the 3rd ORE Workshop for the English speaking countries was held from 8th to 12th July in Cairo, Egypt while the one for the French speaking countries was held in Dakar, Senegal from 6th to 10th August 2018.

Unfortunately, the Security workshop was not carried out separately as per the plan where security standards (S58 and S59) review was supposed to be conducted at offices of exchange. They were rather held within the framework of the ORE Project. As such, it was generally noted that ONLY THREE postal security experts attended the workshops since only ORE Country Project Managers were sponsored by the UPU. It is our plan to repeat the workshop in the future due to the importance to our operational processes subject to resources..

3.2.4 Financial Inclusion Workshop, Arusha - Tanzania

This activity was successfully carried out by PAPU in collaboration with the African Union Commission in December 2018. Participation during this event was sponsored by the Union with expenses covered for one participant per Member State.

Twenty six (26) countries, namely, Algeria, Benin, Botswana, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Equatorial Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Nigeria, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe, participated in the workshop.

The following organizations were also represented at the workshop; African Union Commission, Universal Postal Union, Bank of Tanzania (BOT), International Fund for Agricultural Development (IFAD) and International Organization for Migration (IOM). VISA did not manage to attend the workshop but made a presentation through video conferencing.

A declaration on the outcomes of the deliberations was made at the end of the workshop.

3.2.5 E-services Workshop

Due to budgetary reasons this activity could not be held. However, the UPU in collaboration with PAPU organized two startup workshops for regional projects on Digitization where some aspects of e-services were covered.

3.2.6 Draft bill establishing uniform rules and regulations to govern the postal sector in Africa

A consultant was recruited and his inception report was presented to the General Secretariat on 24th May 2019 in Arusha. The Secretariat made its input, which was taken into account by the consultant for presentation during the 38th Ordinary Session of the Administrative Council.

4. DAY-TO-DAY OPERATIONAL ISSUES OF THE UNION

4.1. Quality Control Tests for Intra-Africa LC/AO Mail Circulation

In line with PAPU's strategic objective to set standards, monitor their achievement and generally improve quality of service within the member states, the General Secretariat organized transmission time-control exercises for EMS items in April, 2018 and ordinary letter post items in October, 2018.

4.1.1 Control exercise for EMS items

The transmission control test for EMS items was conducted from 16th to 27th April, 2018.

Twenty four (24) Designated Operators (DOs) participated in the test, which represents **an 11% participation rate increase compared to the test conducted in 2017**. Eighteen (18) operators sent out test letters to partner operators while six (6) operators participated only as delivery operators.

Sixty-nine (69) links were tested compared to twenty four (24) the previous year. Out of the 69 links tested, 25 attained an average transmission of five (5) days or better. Thirty nine (39) of the links attained an average transmission of between six (6) and ten (10) days while the remaining five (5) links attained between fourteen (14) and twenty (20) days.

Since, member states set country specific quality of service standards and that default standards are applied where members have not set standards for different legs of the EMS supply chain, the General Secretariat did not use any standard for the analysis of the results, hence member states were requested to check how the results deviated from their own standards in order to take corrective measures.

4.1.2 Control Exercise for ordinary letter post items (LC/AO)

The control test for on Intra-African mail transmission times for LC/AO items took place from 22nd October to 2nd November, 2018.

Twenty nine (29) countries participated in the test. Of the twenty nine, twenty six (26) are Member States representing 58% of the PAPU members, as compared to twenty one (21) in 2017. The remaining three (3)

are not PAPU members. Out of the twenty nine (29) participating countries, twenty three (23) originated control cards to the various destinations, while six (6) were destination countries which only returned cards they received to the General Secretariat. The links tested increased from thirty four (34) in 2017 to seventy two (72), which represents 111% increase.

Out of the seventy two (72) links tested, thirteen (13) links attained J+5 @ 85% (international standard) representing 18%.

Fifty five (55) links representing 76% of the total links tested attained an average transmission time of at least ten days. The remaining seventeen (17) links attained between J+11 and J+35. There was marginal improvement in total transmission times compared to the previous year considering that links attaining average transmission of ten days or better increased by 5% from 71% in 2017 to 76% in 2018. However, overall performance still needs to be improved for most links to attain overall quality improvement in the region. Members are encouraged to improve their performance with the aim of attaining the regional end to end standard for 2019-2020 set by the UPU.

4.1.3 PAPU/ AFRAA Contact Committee

In furtherance of the PAPU/ AFRAA relationship and in line with the implementation of **Resolution No. 3/PAPU/AC/XXXVII/2017**, PAPU reviewed the Memorandum of Understanding (MoU) that was drawn in 1985, taking into account developments in the mail conveyance business. The revised MoU was signed in January, 2019.

The signed copy of the MoU was circulated to Member States. A draft resolution calling for the reconstitution of the contact committee will be presented by the Chair of the Operations and Technology Committee for the Council's consideration. Once the Committee is reconstituted, one of its main tasks will be to undertake inspection of major airports and regional mail hubs aimed at identifying bottlenecks and suggesting solutions thereby improving quality of service.

4.1.4 Update on UPU Quality of Service programme 2017-2020

In line with one of the key objectives of the IWPS and to ensure the execution of **Resolution No.03/PAPU/AC/XXXVII/2018** made by the 37th PAPU Administrative Council, the 3rd ORE workshop for the English speaking group was held from 8th to 12th July in Cairo, Egypt while the one for the French speaking countries was held in Dakar, Senegal from 6th to 10th August 2018.

Apart from the workshops, on-site evaluation missions were carried out at offices of exchange to assess preparedness of Designated Operators (DOs) for e-commerce as well as improve operational efficiency in the supply chain. Such evaluation missions were conducted in fifteen (15) countries in the year 2018. The countries were Benin, Burkina Faso, Burundi, Cameroon, Guinea, Kenya, Mauritius, Mali, Niger, Nigeria, Senegal, Tanzania, Togo, Uganda and Zimbabwe.

Member States are urged to commit themselves to the implementation of their roadmaps and action plans by speeding up the necessary activities and ensure that there is tangible quality of service improvement in readiness for e-commerce by the end of the current cycle in 2020.

5. POLICY, STRATEGY AND GOVERNANCE MATTERS

5.1. Adoption of PAPU Acts

As you may recall, following numerous recommendations by the Administrative Council to realign the Acts of the Union with the current realities of the postal environment, a series of amendments were proposed by the Administrative Council during its ordinary session held in April 2018 in Algiers.

Those proposals were retained as one of the agenda items scrutinized during the 5th Extraordinary Session of the Plenipotentiary Conference held in July 2018 in Antananarivo, Madagascar.

Upon consideration, the Conference adopted the proposals recommended by the Council with some amendments, thereby bringing them into force with immediate effect. It was left to the General Secretariat to finalize the document to ensure the overall consistency of its contents. The primary aim was to avoid the same errors as those made during the finalization of the Acts of 2009.

Pursuant to Article 26-3 of the Convention, a certified true copy of the instrument shall be sent to each signatory Member State by the General Secretariat of the Union upon completion of the printing process that is currently underway.

Due to the adoption of the Acts, some countries have already expressed keen interest to join the Union. We are confident that we will soon receive more expressions of interest to become members.

In fact, the eagerness to join the Union is not only expressed by Member States, several postal and related organizations have already expressed their interest by requesting the General Secretariat to avail them with associate membership requirements. This is good news for the Union in several respects, especially as we are expecting invaluable input from them during the upcoming framework for dialogue between African postal stakeholders.

In order to operationalize and fast-track the admission process for associate members, the Administrative Council would be required during this session to deliberate and adopt their annual financial contributions and recommend same to the Chair of Plenipotentiary Conference for anticipatory approval..

5.2. African Postal Directive

Having set out the TORs for the preparation of a Draft African Postal Directive, we have made progress towards the harmonization of Member States' postal policies and regulations across the continent. To this end, I am pleased to report that a Consultant has been engaged and a draft report is being validated and the outcome will be presented in the course of this Administrative Council meeting.

6. FINANCIAL MANAGEMENT

Chapter V of the Convention of PAPU on Finances of the Union deals extensively with the revenue and expenditure. This, being the most critical success factor for implementation of the approved programmes and projects, it is becoming more compelling to focus adequate energy on sourcing for funds to ensure smooth and unimpeded functioning of the Union and its General Secretariat. In recognition of this important role of

financing the Union's activities, the newly revised Convention in specific articles defined the sources of the Union funds and the basic items on which they shall be expended.

6.1. Revenue streams

Article 13 of the Convention on Revenue of the Union stipulates that it shall consist of:

- a) Mandatory contributions made by Member-States in accordance with the scale of assessment established by the Conference;
- b) Mandatory contributions of Associate Members;
- c) Voluntary Contributions from Member States and Associate Members;
- d) Donations from non-Member States and Organizations;
- e) Revenue derived from products and activities implemented by the Union;
- f) Income generated from investments approved by the Council;
- g) Penalties/fines levied for breach of the Convention.

6.2. Contributions received

The Union received **US Dollars nine hundred and eighty-three thousand, five hundred and thirteen thousand only (983,513)** Member States mandatory financial contributions during the current financial year. This contribution from 26 out of 45 member States is equivalent to 71% of the budgeted mandatory contributions from member States. However, the collection of arrears was boosted by Algeria's half million United States Dollars donations towards PAPU House project, and this resulted in the receipt of US Dollars five hundred and eighty eight thousand, one hundred only.

In totality, the cash received during the 2018/2019 amounts to US Dollars one million, six hundred and twenty seven thousand, seven hundred and thirty one (US\$ 1,627,731) only. With this income outlook, the Union barely managed to operate up to the end of the financial year and may not have been able to finance some pertinent activities (especially payment of salaries and the running cost of the General Secretariat), but for the kind hearted payments received in advance from Cameroon, South Africa and Tunisia. This situation presents serious financial risk that may impair the ability of the Union to survive on a sustainable basis and possibly impede the implementation the approved programmes and activities.

I would like to take this opportunity to reiterate that late receipt of Member States annual contribution inhibits smooth implementation of the approved activities for the year. In this regard, it is becoming apparent that even the 2% surcharge for late/non-payment of annual contributions does not appear to be an effective deterrent for late/non-payment of annual financial contributions. Also, in view of the inefficiency of this solution to serve as an incentive to boost early collection of all the funds required to plan and implement within the deadlines the annual programmes, I would like to strongly and passionately appeal to all Member States for a burst of collective pride with a view to settle their contribution within the first three months of every financial year, i.e. on or before 31st August, to assist towards better planning and execution of all the approved programmes that are designed for the benefit of Member States.

6.3. Expenditure

Article 16 of the newly adopted Convention provides that the expenditure of the Union shall be made up of expenses relating to the following:

- ✓ Sessions of the Conference, and the Council, and meetings of the Administrative and Technical Committees;
- ✓ Running of the General Secretariat;
- ✓ Implementation of the programme of activities of the Union
- ✓ Any other activities relating to the objectives of the Union and approved by the Plenipotentiary Conference and/or the Administrative Council.

The total unaudited expenditure for the 2018/2019 financial year amounts to US Dollars one million, two hundred and sixty five thousand, six hundred and fifteen only (**USD 1,265,615**) representing 74% of the US Dollars one million, seven hundred and ten thousand, eight hundred and seventy two (**USD 1,710,872**), appropriated for the year. The expenditure has obviously been kept at this level due to non/late receipt of budgeted funds.

6.4. Financial Performance

The overall financial performance indicates an interim operating deficit amounting to United States Dollars twenty eight thousand (**USD 28,000**). The deficit is due mainly to increase in provision on doubtful outstanding member states financial contributions which amounted to US Dollars two hundred and twenty two thousand, five hundred and twenty five (USD 222,525).

7. HUMAN RESOURCES

7.1. Renewal of contract appointments

The fixed term appointments of two officers were renewed based on satisfactory performance.

Considering that the next session of the Administrative Council will not be held when the renewal of the appointments shall become due, I have equally submitted a recommendation through the Finance and Administration Committee for further renewal of contract appointments of the two officers in 2019/2020 financial year, subject to satisfactory performance on the due dates.

7.2. Advancement

Ten (10) permanent staff were advanced to the next scale on the same salary grade level in line with both Rule 25 of the Staff Rules and Regulations of PAPU as well as **Resolution N°01/PAPU/PC/VIII/2012** of the 8th ordinary Plenipotentiary Conference. This statutory gesture, which the current Management of the General Secretariat had firmly resolved to carry on since the 2012-2016 cycle, was taken to motivate the staff for higher performance.

7.3. Staff training and capacity building

Overall, ten (10) staff members were trained in various areas during the year under review (see **Annex I**).

7.4. French Language training

The basic French language learning conversation programme for English-speaking staff was sustained during the year. The English language training remains on hold due to the exit of the facilitation institution.

7.5. Other training

Three (3) members of staff were trained on PABX installation and maintenance, project management and International Public Sector Accounting Standards (IPSAS). Details on the training programmes are provided in **Annex 5 (i)**.

7.6. PAPU Staff Pension

The PAPU staff pension fund that was repatriated by Metropolitan Insurance Company (formerly American Life Insurance Company) is still domiciled with the official bankers of PAPU. We are still waiting for the African Union Commission to designate a Pension Fund Manager for its staff pension so that the Union can join the same reputable company given the sensitive and critical nature of pension fund management. Future updates will be provided to the Council accordingly.

7.7. PAPU Staff Association

Since the establishment of the Staff Association at the General Secretariat, the bonds of solidarity and mutual assistance have become stronger and closer among the members. Through its various activities, the Association undoubtedly not only contributes to the well-being of staff at work but also to the understanding of the texts governing the organization. In this regard, members organized a fruitful refresher session on the Rights and Obligations contained in the Staff Rules and Regulations. Their discussions resulted in making recommendations aimed at improving working conditions, submitted to the Management of the General Secretariat, which set up a Review and Follow-up Committee. Grievances with financial implications or needing a review of the texts will be submitted by the appropriate committee to the Administrative Council for consideration.

7.8. Implementation of the new Organization Structure

Due to budgetary constraints, the new organizational structure for the General Secretariat adopted since 2017 is yet to be put in place, while needs in this area are becoming increasingly urgent. Also, we intend to proceed gradually through internal re-adjustments and promotion as an alternative to external recruitments that will require currently unavailable financial resources. In this regard, we would like to inform the Council of our intention to fill one of the key vacant positions during the 2019-2020 financial year, namely the Head of Executive Office of the Secretary General who is equally in charge of communications, public relations, strategy and cooperation. Formerly, these activities fell under two separate departments. An ad-hoc provision has been included accordingly in the draft budget for the year 2019/2020.

Details are provided on the table in **Annex 5 (ii)** to this report.

8. COOPERATION AND COMMUNICATION ACTIVITIES

8.1. Cooperation

During the year under review and by virtue of the powers vested in him by the instruments in force, the General Secretariat signed several cooperation agreements. The purpose of these agreements was either to strengthen existing cooperation or to establish new partnerships with organizations such as:

8.1.1 African Airlines Association (AFRAA)

On 22nd February 2019 PAPU and AFRAA, signed at the AFRAA Headquarters in Nairobi, Kenya, a revised Memorandum of Understanding (MoU) initially signed since 1985 to reconstitute the PAPU/AFRAA Contact Committee and enhance the two organizations' collaboration aimed at improving mail circulation in Africa and beyond.

The main issues addressed by this cooperation agreement are: quality of service, mail security, air mail conveyance rates, training, among others.

8.1.2 European Conference of Postal And Telecommunications Administrations (CEPT) represented by European Committee for Postal Regulation (CERP)

The signing ceremony of the MOU between PAPU and CEPT/ CERP (took place on 6th September, 2018 during the UPU Extraordinary Congress in Addis Ababa, Ethiopia.

PAPU was represented by its Secretary General, Mr. Younouss Djibrine, and CEPT/CERP by Mr. Germán Vázquez, CERP Chairman / CEPT Co-President.

Through this MOU, both parties agree to provide a framework for cooperation in different areas of common interest in matters relating to the development of postal sector in both regions by exchanging experience and relevant information.

PAPU and CEPT have also committed to harmonizing as far as possible, their positions on global postal matters of common interest.

8.1.3 China Post

A high-level Government delegation from China's State Post Bureau (the Ministry responsible for the postal sector) led by its Director General, Mr. MA Jungsheng, and comprising officials of the China Post Group (the Designated Operator) paid an official visit to the PAPU General Secretariat in Arusha on 26th March 2019. This provided an opportunity for both parties to engage with each other on topical issues of common interest on the one hand, and to sign a memorandum of understanding aimed at strengthening Sino-African bilateral cooperation on the other hand.

The MOU focuses on the following important areas:

- a) Exchange of Information and Documentation: The parties will work to increase exchange of information and documentation related to postal matters;
- b) Co-ordination of Positions: The parties commit to harmonize, as far as possible, their positions on matters of common interest at the global arena;

- c) Relations with UPU: The parties will co-operate together with the purpose of developing stronger relations with the UPU, and for further improvement of its functioning;
- d) Preparations for UPU Conferences and Meetings: The parties will exchange views on preparations for UPU Congresses and meetings;
- e) Development of Postal sector: The parties will co-operate as far as possible in matters relating to the development of postal sector in both Africa and China by exchanging experience and relevant documentation.
- f) Reciprocal Invitation: Both Parties agree to invite each other to attend meetings of their major bodies, as observers, in accordance with the rules of procedures of such bodies (PAPU Administrative Council/Plenipotentiary Conference and meetings organized by State Post Bureau of China).

8.1.4 Regional Commonwealth in the field of Communications (RCC)

The cooperation agreement with the Regional Commonwealth in the field of Communications (RCC), an umbrella organization for member countries of the Commonwealth of Independent States (CIS), was further extended up to the end of the current cycle ending in 2020, during the Extra-ordinary Congress of UPU held in Addis Ababa in September 2018, after having been renewed during the 26th Ordinary Congress of the UPU in Istanbul in 2016. The cooperation covers mainly exchange of opinions on the agenda of the Congresses of the UPU and coordination of positions on the most important items of the UPU, holding of consultations on proposed candidatures for UPU elective posts and chairmanship of the POC/CA, determination of the possible common strategy and actions to be used to protect members interest and coordination of actions on implementation of the decisions adopted during UPU Congresses and Council sessions.

8.1.5 Relations with the host country of PAPU headquarters

During the year under review just like in the previous years, a number of consultation meetings were held with the host member state, the United Republic of Tanzania, to review pending issues affecting the operations and working conditions of the General Secretariat. I wish to start by confirming that most of the issues, such as the restoration of the plot adjacent to the one on which the current Headquarters is, have been resolved. However, some such as the issue of VAT are still under consideration by the competent authorities. We wish to seize this opportunity to convey our heartfelt appreciation to the authorities of the Government of the United Republic of Tanzania for always being handy whenever we call on them.

8.1.6 Visit to parliament in Dodoma

The Minister of Foreign Affairs and East African Cooperation invited all Ambassadors and heads of diplomatic missions and international organizations in Tanzania to witness the presentation of the budget in the Parliament on 30th May, 2019 in Dodoma. Apart from this activity, this occasion was a window of opportunity for us to interact with colleagues from other international organizations to exchange views on various areas as well as to once more discuss with officials of the United Republic of Tanzania such as the Permanent Secretary for the Ministry of Transport, Works and Communications on the existing issues and chart the way forward.

8.1.7 Relations with the African Union Commission

Regarding the relationship with the African Union Commission and the need to undertake reforms as directed by the African Heads of State and Government last February, the PAPU General Secretariat approached the continental Organization with a view to informing it of the difficulties and challenges it faces which prevent it to fully achieve the objectives assigned to it by the Member States.

These difficulties are as follows:

a) On the institutional front

- Clarification of the status and role of specialized institutions of the AU;
- Role of these institutions in the implementation of continental sector programmes along the same lines as the Regional Economic Commissions (RECs);
- More prominence to PAPU in order to enhance synergy between the postal sector and AUC entities.

b) On the resources front

- The AUC annual grant

Since 2010, the AUC, acting through the Department of Infrastructure and Energy, has been awarding PAPU an annual grant of USD 100,000. However, this can only cater for a minute share of our Union's action plan.

- Classification of PAPU elected officials on the AU salary scale

On the issue of applying the AU salary scale to PAPU staff members in line with Plenipotentiary Conference decisions, a legal opinion has already been requested and is still awaited.

In view of the foregoing and apart from addressing PAPU'S concerns, relations between the AU and PAPU may be formalized by way of an Agreement.

8.1.8 Activities of the higher organs of the Union (PC and AC)

a) Planning for a PC Bureau evaluation meeting

The 1st Vice Chairman of the Plenipotentiary Conference – the Minister in charge of postal services of Namibia – had mooted the idea to the Secretary General that the Chairperson of the Conference should be requested to convene a consultation meeting of Members of the Bureau this year before the Plenipotentiary Conference next year 2020.

Suffice to mention that the meeting will be an ideal platform to evaluate the level of the implementation of the decisions taken during the 9th Ordinary Session in 2016, in Yaoundé, Cameroon and Extraordinary Session in 2018 in Antananarivo so that the General Secretariat can be guided accordingly.

During this meeting, the Bureau will equally address issues on the agenda of the upcoming Extraordinary Congress of the UPU slated for September 2019 and provide the necessary guidance to Member States.

Arrangement to this effect is already underway.

b) PAPU Administrative Council Chairman visits General Secretariat

The Chairman of the PAPU Administrative Council, Mr. Millogo Charles Tontama, paid a working visit to the General Secretariat in Arusha, Tanzania, on 13th May 2019.

The purpose of the Chairman was to take stock of progress made in preparations for this Ordinary Session of the Administrative Council. He paid the visit to also personally have an impression of the working conditions of our staff.

During the visit he was given an update on the PAPU House project and was also taken to the plot of land on which the PAPU headquarters building will be constructed. Upon site, he expressed his appreciation for the progress made so far on the PAPU House Project and urged us to fast-track the construction process, so that the African postal fraternity can finally boast of a befitting headquarters building.

Furthermore, he commended the staff of the General Secretariat for all the efforts they put in daily operations in delivering on the Secretariat's mandate notwithstanding the limited resources. He equally noted that he and the PAPU Management share the same vision and strategic direction set out for our Union.

8.2. COMMUNICATION ACTIVITIES

8.2.1 PAPU Day 2019: Postal Players Urged To Diversify Through Digitization

This day was celebrated under the theme “**Together, let's diversify our offering through digitization**”. It was an ideal opportunity for us to showcase to the postal fraternity in particular and the general public at large, the sector's capability to address current challenges by leveraging on digital solution.

The following activities were carried out, among others:

- a) We called on Africa's postal players to leverage on digital solutions to develop innovative and diversified products and services that are of good quality, attractive, affordable and easily accessible to everyone at all times, especially to rural dwellers who are very often either unserved or underserved by essential social services that they ordinarily deserve in their day-to-day lives;
- b) Emphasis was placed on the fact that effective product diversification through digitization calls for a number of prerequisites, notably a robust, available and efficient digital infrastructure. Moreover, it is crucial for the post to mobilize a critical mass of well-trained and competent human resources to build highly-motivated multidisciplinary teams. Essentially, in the current era of convergence, the post must strive to build a multi-talented workforce;
- c) This year's event was celebrated on the premises of the Tanzania Posts Corporation (TPC) in the presence of several international organizations based in Arusha.

8.2.2 Preparations for the PAPU 40th anniversary

The PAPU 40th Anniversary Celebrations that are planned for early 2020 will focus on business networking and partnership building on the regional and international scale.

Preparations for this key event that will be celebrated under the theme “**The Post in a Digital Economy**”, have already begun.

The following proposed activities will be carried out:

- a) Organization of Forum on postal development;
- b) Production of commemorative stamps by members
- c) ;Production of a commemorative book retracing the 40 years;
- d) Philatelic Exhibition;
- e) Production and distribution of posters and other publicity materials;
- f) Sports activities;
- g) Letter writing competition;
- h) Pay tribute to those who have marked the history of the postal sector in Africa through honors, etc....

We invite Member States to come en masse to attend this important event.

8.2.3 International Organizations’ “Open Day” in Arusha

As part of the promotion of the image of our institution in the host country, PAPU actively participated during the "Open Day" of the international organizations present in Arusha organized by the International Residual Mechanism for Criminal Tribunals (IRMCT). The event allowed the participating international organizations, especially PAPU, to interact with the people in the vicinity on what the postal sector can do for them in their day to day living. At the end of the "Open Day", their perception vis-à-vis the postal sector was notably very positive. We intend to continue our participation in future events.

8.2.4 Modernization of Communication Tools

As part of the modernization of the communications tools, the General Secretariat worked on three issues.

a) Website redesign and security

Compared to the former website, the new one has some innovations, namely:

- i. The advent of Webmail. The main advantage of the Webmail is that it is possible to check emails from any device with an internet browser (computer, smartphone, tablet, game console etc. ...). All you have to do is login using your username and password via any browser. This is especially useful when traveling abroad;
- ii. The advent of a link pointing to the addresses of PAPU partners;
- iii. The online publication of the entire updated calendar of postal events;
- iv. The publication of a link on the questionnaires in order to enable Internet users, in particular Member States, to fill in the questionnaire online;

- v. The possibility for Internet users and in particular Member States to provide online registration forms for meetings;
- vi. The possibility for the Member States to consult and update their various statistics, including addresses;
- vii. Strengthening the security system to limit attacks. At this time, the site is temporarily secured by Hypertext Transfer Protocol Secure (HTTPS) or secure hypertext transfer protocol;
- viii. Responsive design. Responsive Web Design is a web-based design approach that aims to develop sites that offer the best reading and browsing experience for the user regardless of their device range (mobile phones, tablets, e-readers, monitors etc.). Responsive design is simply an adaptive design, whether you use a smartphone, tablet, computer screen or projector, the design of the site will be configured to display correctly in all these cases;
- ix. We have also improved the ergonomics of the website. Good ergonomics facilitates the interaction between the user and the website as much for the owner of the site that will administer it as for the internet users who will consult it;
- x. Moreover, the webmaster has trained two staff members of the General Secretariat to use the website's dashboard, to learn how plugins can be customized and also how to create forms.

b) Access to PAPU documentation

The General Secretariat of PAPU has developed a mechanism on access to information and/ or documents. It defines the types of documents that should be accessible to the public as well as the conditions of access. The documents will only be accessible to people duly appointed by their organizations using the electronic platform whose access is conditioned by prior authorization (usernames and passwords). The General Secretariat issued a circular to this effect and we invite Member States to request the necessary authorization to access PAPU documents.

c) Off-site back-up

Further to the recommendation of the auditors and for the safety as well as security of our data, PAPU in collaboration with the African Union Commission have already implemented the set-up of offsite back up.

d) Migration to Dot Africa

As you may be aware, the African Union (AU) now has its own domain name, **“.Africa (Dot Africa)”**. This gives the African continent its own digital identity.

You may recall that the “Dot Africa” flag was hoisted for the first time on the summit of Mount Kilimanjaro in the presence of the Pan African Postal Union (PAPU).

Thereafter, the African Union Commission invited all African organizations, including its organs and institutions, to acquire and use domain names with the “.Africa” extension.

Following a successful testing of the new address, we are happy to inform you that it is now operational. However, pending the final migration to the new domain name, the General Secretariat will continue to use the former address www.upap-papu.org to reroute mails.

e) Towards "paperless meetings"

In line with the Union's policy to reduce cost, sustained improved environment and adapt to the current best practices, most of our meetings have since continued with the minimum utilization of paper. It is our plan to gradually continue to phase out the use of paper and adopt technology. We therefore, continue to enjoin Member States to adjust to this new dispensation in the interest of all by visiting our website on a regular basis to check and download any documents or information that may be of interest to them. In order to access these documents, members should ensure that they obtain the authorization as indicated earlier. As part of the existing infrastructure, we will continue to improve on the accessibility of our website, provide soft copies of document in flash discs to ensure a smooth process of meetings.

f) Information and sensitization activities

As part of efforts to improve internal communication and staff motivation, the General Secretariat organized an information and sensitization session on **cervical diseases** as well as **female reproductive health and environment**. This was supervised by the medical staff of AAR, the Union's medical insurance provider.

g) Communication with Members States

It has been noted with concern that the response rate to inquiries on crucial issues has remained abysmally poor. Therefore, in order to better exchange with our Member States, the General Secretariat created a new channel of the social media, namely WHATSAPP with respective designated contact officers in Member States for prompt responses. The links have since been established for Addressing and post code Systems, EMS, Legal Experts, as well as the Administration and Finance group. Apart from these links, the UPAP-PAPU WhatsApp Group features very prominently when it comes to discussing issues on the UPU agenda.

Undoubtedly, since the creation of these various groups, communication between the General Secretariat and the Member States on the one hand, and between the Member States themselves on the other, has been enhanced and resulted into professionals in various fields exchange of experiences as well as finding permanent solutions to their problems and also agree on positions to be taken for important issues.

We therefore invite our colleagues who are not yet registered to do so in the groups of their choice. They will just have to get closer to the General Secretariat for their registration. I also urge Member States to promptly report on any changes in their staff deployment to enable us regularly update these platforms.

9. PAPU MEMBERSHIP

Pursuant to the directives of the 9th Extraordinary Session of the Administrative Council held in Yaoundé, Cameroon on 25th July, 2016, whereby the Secretary General was instructed to work towards bringing on board members of the African Union that were not yet part of the PAPU family and further to the letters we sent to all ten (10) non-Member States last year, we continued to pursue the following countries in order to lure them to join us: Cape Verde, Djibouti, Guinea Bissau, Mauritania, Mauritius, Rwanda, Sao Tome and Principe, the Sahrawi Arab Democratic Republic, Seychelles and South Sudan.

Therefore, as we speak the membership of the Union still stands at **forty-five (45)**.

We will not relent on our current efforts to discharge this mission hoping that everyone will be brought onboard in the near future.

Additionally, we have written to thirty eight (38) potential associate members so that they can join the Union.

10.KEY PROJECTS

10.1. PAPU House project update

This update is focused on developments that took place since the last 37th Ordinary Administrative Council meeting held in Algiers in April 2018, and the 5th Extra-ordinary Plenipotentiary Conference held in Antananarivo in July 2018.

In line with the Directive by the said Plenipotentiary Conference and in furtherance of the Administrative Council Resolution, No.11/PAPU/AC/XXXVII/2018, we are pleased to report that we have so far obtained the Certificate of Occupancy for the restored land and selected the contractor with whom negotiations are ongoing.

However, relating to the issue of funding, I wish to confirm that PAPU has been able to raise USD 3 Million from the reserve fund leaving a balance of USD 1 Million. Appeal for voluntary contribution by Member States has not yielded any result. The General Secretariat is also making all efforts to formally launch the project during the 40th Anniversary of PAPU in 2020. Once again, we sincerely look forward to Member States'/partners' response towards funding the project.

Moreover, in line with the host agreement with the government of the United Republic of Tanzania, we have written to the government for a complete waiver of VAT (Exemption Certificate) for the cost of the project including the contribution by the Tanzania Communications Authority (TCRA). The matter is under consideration by the competent authorities and we are very hopeful that the certificate will be issued to assist in conserving the cash required for settling the Contractor's certified payments.

Meanwhile, if everything proceeds according to plan, the laying of the foundation stone will be in August, 2019.

10.2. Quality of Service Fund (QSF) - CDS implementation for African Countries

This is a project which is co-funded by the Quality of Service Fund and the United Arab Emirates. The funds from the United Arab Emirates which is to the tune of USD 100,000 was sourced by the PAPU. The following countries are participating in the project: Benin, Botswana, Cameroon, Chad, Eswatini, Ghana, Lesotho, Liberia, Malawi, Namibia, Niger, Nigeria, Rwanda, Sierra Leone, South Africa, Zambia and Zimbabwe.

The project is coordinated by PAPU and was crafted based on the following main considerations:

The project's objectives and expected results are as follows:

- a) Adapt operational processes to the use of electronic customs data;

- b) Use CDS/CDS. Post efficiently and effectively;
- c) Improve and enhance cooperation and collaboration with National Customs/Security authorities.

And the expected results will be as follows:

- a) Exchange customs information with partner DOs;
- b) Reduce time of postal items in Customs.

The project proposal was approved in January, 2019. Implementation has commenced. The project is expected to be completed by 31st January, 2021.

10.3. Electrification and Connectivity Project

Thirteen (13) countries, namely, Burkina Faso, Burundi, Chad, Ghana, Guinea, Kenya, Madagascar, Malawi, Nigeria, South Africa, South Sudan, Tanzania and Uganda were identified to participate in pilot project.

Based on the responses received, countries such as Kenya, Malawi, Tanzania and Uganda have shown remarkable progress in the implementation of the project.

As for Tanzania, the pilot project for Tanzania covers five post offices as follows: Mwanga, Monduli, Karatu, Mahenge and Muheza. The solutions comprise solar energy for electrification, at least 512 kbps link using optical fibre cables with a 3G backup for connectivity and an IT solution.

As for Malawi the following five post offices were identified as gene pigs: Bilira, Chikweu, Chituka, Mwansambo and Phalula. However, using the ECP model, Malawi Posts Corporation (MPC) in collaboration with the Government of Malawi (GoM) is now also implementing one stop concept under the banner "Mlambe Centre".

Malawi is implementing the Rural Electrification project (MAREP) through which all the five pilot offices are connected to its grid. Funding for the MAREP is from the National Budget.

However, funding for connectivity in terms of service offering is done by the MPC annual Budget.

At the Mlambe Centres, the following products and services are offered:

- All postal services including money transfer services;
- Tax collection on behalf of Malawi Revenue Authority (MRA);
- Driving license renewal;
- Passports application and renewal;
- Birth and death registration etc

As for Uganda, the project is progressing under the name ICT Public Access Facilities Project. A memorandum of understanding was signed between the operator and the regulator for funding of the four (4) pilot offices, namely, Kitgum, Moroto, Mubende and Kasese. The funding is up to the tune of the equivalence

of USD160,000 and will go a long way in procuring solar panels, hardware, photocopying and scanning machines, furniture, carrying out civil works, as well as improvement of the ambience of the offices.

As a growth strategy, Uganda is in the process of identifying ten (10) more post offices within the framework of ECP.

The project is being co-funded by the Uganda post regular budget and the Uganda Communications Commission (UCC)

In Kenya five (5) Post offices were identified in the pilot phase. However, only two (2) have been electrified as the other three (3) were closed.

The Government included the Electrification and Connectivity Project in the national Development Plans in line with Declaration N0. AU STC-CIT-1CP

The services offered in the post offices as a result of this include money transfer and agency banking services.

Kenya's growth strategy is to deploy connectivity to the offices with power but have no internet connectivity.

Kenya is implementing the project by internally generated funds particularly office preparation as well as from the National budget for the delivery of government services via Huduma Centres spread across the country as well as connecting to the national grid for power supply.

11. INTERNATIONAL CONFERENCES AND WORKSHOPS

The Secretariat attended a number of conferences and workshops that are critical to enhancing performance of the Union, contribute to the debate on critical issues as part of its mandate to improve knowledge as well as advance postal development with the Africa content. Some of the Conferences attended and the outcomes formed the basis of some of the presentations you have already been availed to during technical meetings or you will all be availed to during this plenary. They include the following meetings/ conferences:

11.1. The East African Communications Organization (EACO) Assemblies from 11th to 14th June, 2018, at Safari Park Hotel, Nairobi, Kenya

The East African Communications Organization (EACO) in collaboration with the Government of the Republic of Kenya held its 25th General Assembly in Nairobi Kenya from 11th to 14th June, 2019. PAPU was represented by the Head, Operations and Technology and participated in the **High Level Panel Discussions** whose theme was "**Sustainable and Resilient Infrastructure for Inclusive and Economic Development**".

The following points were enlisted regarding the role PAPU plays in technological convergence:

a) Sensitization to member states

- Organization of PAPU Day Themes for Cerebrations on 18th January each year and preparation of posters that convey themes that emphasize digitization of the post
- Secretary General's PAPU Day Message whose main objective is to embrace technology for the post to contribute to inclusive socio-economic development, among others.

- b) Training and workshops
- c) Organization of exhibitions
- d) Organization of session for partners
- e) Implementation of the regional development plan for Africa (2017-2020)
- f) Priority area- E- commerce
- g) Formulation of related projects such as Electrification and Connectivity project PAPU in collaboration with AUC and UPU developed this project in 2014.

11.2. 16th SAPOA Annual General Meeting

The 16th SAPOA Annual General Meeting was held in Dar es salaam, Tanzania from 09th to 12th July 2018. PAPU was represented by the Head, Operations and Technology. An address from PAPU hinted that the latter will continue to work and collaborate with SAPOA, reminded members to continue with the implementation of various projects including Operation Readiness of ecommerce (ORE), CDS applications, Electrification and Connectivity Projects.

The AGM emphasized on the key highlights of the postal sector for coming years focusing on Financial Inclusion, E-commerce, E-services, Addressing Postcode roll out and promotion of Cross-border relationships and the need to reposition the Association, among other things.

With the supervision of PAPU and SADC representatives the SAPOA Board was elected during the AGM.

11.3. UPU Extraordinary Congress held from 3rd to 7th September 2018, Addis Ababa, Ethiopia

The 2nd UPU Extraordinary Congress was held in Addis Ababa, Ethiopia in September, 2018. PAPU guided members on all the key thematic issues to come up with a common position.

11.4. Meeting of the SADC Committees of Ministers responsible for ICT, Information, Meteorology and transport from 24th to 28th September 2018, Windhoek – Namibia

During this meeting I shared some insights on what is currently done at PAPU, especially the emphasis on ICT which is one of the top priorities in our programme of action.

I emphasized the fact that the usage of Information and Communication Technologies (ICTs) is rapidly expanding in Africa and plays a very pivotal role by fast tracking the desired socio-economic transformation and integration of the continent. Furthermore, the digitization of contemporary societies and economies is a major mutation aimed at providing correct and strong communications networks, internet connectivity, as well as innovation which are crucial for Africa's development.

I also emphasized that digitization is indispensable in today's world since by going digital, we do not only deliver faster but we also save on paper, gain more in terms of service availability and security, while advancing the agenda of sustainable development.

Moreover, I harped on the need for harmonization of the postal policies as well as legislative and regulatory frameworks at both regional and continental levels. This initiative is an ingredient for the creation of a dynamic business environment that will attract investments, foster sustainable development and create competitive regional markets in the postal sector. In this connection, I shared with them that PAPU is currently spearheading a process that should eventually lead to harmonization of postal policies, legislative and regulatory frameworks for Africa as recommended by the African Union's Agenda 2063.

11.5. 25th Post Europ Plenary Assembly from 2nd to 4th October, 2018, in Tbilisi, Georgia

I was invited to the 25th Post Europ Plenary Assembly during which postal executives and other participants were provided with an excellent opportunity to discuss and tackle a series of issues on postal business development. I was specifically invited to share views and opinions on these topics and true to the word; I shared with the participants my vision of the global postal trends for the next cycle which was lauded.

11.6. 22nd Edition of Cairo ICT, a leading, MEA's International Telecommunications and Information Technology Trade fair from 22 to 24 November, 2018, Cairo, Egypt

Upon the generous invitation by the Chairman of Egypt Post and his Excellency Egyptian Minister of Communications and information Technology, I attended the 22nd Edition of Cairo ICT, a leading international ICT trade fair and forum for the Middle East and Africa under the auspices of his Excellency the Egyptian President Mr. Abdel Fattah El-Sisi. . The Conference and exhibition was inaugurated by his Excellency the Egyptian President of Egypt himself and His Excellency the Egyptian Prime Minister Dr. Mostafa Madboli was also present.. During this occasion I watched the latest technologies and thought about how far the postal administrations in Africa can be transformed if they started the digital transformation process through collaboration with leading countries in Africa such as Egypt since the political leadership there welcomes the idea of knowledge transfer to all African countries. Moreover, I was given the opportunity to take the floor during the inauguration ceremony to speak about the latest developments in the ICT field and its importance as well as effects on the postal sector in Africa and worldwide, drawing on the example of Egypt's successful digital transformation experience. Visibly, this was greatly appreciated by the audience.

11.7. EUROMED General Assembly and Conference

The Pan African Postal Union attended (vide the Secretary General) the EUROMED postal General Assembly and Conference from 26th to 27th November 2018, in Madrid, Spain.

During the occasion, the Africa postal Fraternity was honoured by appointing the Secretary General to be part of the judging panel for the **4th EUROMED Postal Innovation Award**. This ceremony is organized among EUROMED members to encourage the postal operators to innovate. This offers an opportunity for the post in

Africa to emulate what our colleagues are doing in the field of innovation. That Conference was also an opportunity for us to build and reinforce bridges between our Unions.

11.8. POC/CA Meetings (S4 & S5)

PAPU was represented at the S4 and S5 Sessions of the POC and CA. During these meetings PAPU was guiding members on various key UPU issues, especially on the contentious issue of remuneration for small packets.

On the sidelines of these meetings, the Secretary General attended the now customary UPU/Restricted Union meeting on technical cooperation.

The Union was equally represented during the different consultations meetings with various language and/or geographical groupings to share Africa's concerns on various issues.

11.9. AU Heads of State and Government Summit

PAPU attended the AU Heads of State and Government in February, 2019. Among the decisions taken during the Summit was Decision No. Ex.CL/Dec.1051 (XXXIV) on African Candidatures within the International System. The Decision endorsed Mr. Younouss Djibrine's candidature for the UPU Deputy Director Position. In this regard, I wish to seize this opportunity to once more convey my heartfelt gratitude to the leaders of your respective countries for the great honour bestowed upon me. It is my firm belief that their trust will be faithfully reflected in your actions, when the time comes.

11.10. Start-up Workshop on the UPU/PAPU Regional Project on Digital Transformation and Diversification of Postal Services in Africa on 11 and 13 February 2019, Grand Bassam, Côte d'Ivoire

The Pan-African Postal Union took part in the Start-up workshop on the UPU/PAPU regional project on digital transformation and diversification of postal services in Africa. This workshop was co-organized by PAPU.

The Secretary-General was represented by the Executive Secretary of the ECOWAS who delivered a message stressing that the Grand Bassam workshop was a real opportunity for participants to acquire the much needed knowledge and skills aimed at filling the existing gaps that pose serious obstacles to achieving the objective of diversification of postal services, among other things.

In addition, he informed the audience that the theme perfectly matches that of the Pan African Post Day for the current year which is "Together, let's diversify our offer through digitalization".

It was further emphasized that with the help of ICT and its vast three-dimensional network, the Post is definitely succeeding in its transformation initiatives by rethinking its operational processes and activities as well as by providing efficient and effective tools/ solutions for service delivery.

11.11. Start-up Workshop on the UPU/PAPU Regional Project on Digital Transformation and Diversification of Postal Services in Africa on 18-20 February, 2019, Cairo, Egypt

This workshop was organized by the UPU in collaboration with PAPU and the Government of the Republic of Egypt. PAPU was represented by the Assistant Secretary General who stated that the workshop had come at the right time taking into account the current market environment exemplified by the boom in information and communication technologies which has completely revolutionized the habits and attitudes of many a person in all works of life and the emphasis on the digital economy elaborated in AU agenda 2063, as well as the UN's 2030 Agenda for Sustainable Development.

From the workshop it was noted that effective product diversification through digitization requires a number of prerequisites, notably a robust, available and efficient digital infrastructure and that it is crucial for the post to mobilize a critical mass of well-trained and competent human resources to build highly-motivated multidisciplinary teams.

Furthermore, it was noted that the booming e-commerce industry, powered largely by digital technologies, offers immense opportunities for the post to establish its leadership on this market.

11.12. Workshop on EMS preparedness for Electronic Advance Data Transmission organized for EMS Cooperative French speaking members from Africa, Yaoundé, 12 to 14 March, 2019

PAPU attended the workshop on EMS preparedness for the transmission of electronic advance data (EAD) from 12th to 14th March 2019. The workshop was organized by the Universal Postal Union (UPU) in collaboration with the Pan African Postal Union (PAPU) and the Government of the Republic of Cameroon to promote the implementation of the EMS Cooperative's mandatory standards. The moderator drew the attention of African posts to the importance of Electronic Advance Data (EAD) transmission and emphasised on following issues:

- i). Electronic Advance Data (EAD) is mandatory for EMS items; The USA is requires EAD exchange for all EMS items containing goods **by July 2019 at the latest.**
- ii). The need to integrate EAD with exchange of customs information

11.13. Cooperation Business France, 12-13 March, Tunis

The Secretary General attended the 3rd edition of the meetings of African postal institutions organized by business France in partnership with the Pan African Postal Union (PAPU) and Tunisia Post.

The event is one of the most important platforms for partnerships between the postal sector and its development partners. In this year's edition, apart from leaders from several African countries, the attendance of Middle East countries, namely Qatar and Lebanon, was noted.

Beyond business, these meetings were an opportunity to discuss the topics of the day, namely development and digitization of the network, financial inclusion, development of e-commerce, strengthening of the international offer, modernization of missions of the public services.

In our message, we emphasized the need for the postal sector to focus on the consumer. The postal sector, like all other sectors, must of course accept this new situation and, above all, adapt to it. To the only "product logic" must be added the "necessity of service".

The other challenges of the postal sector today are digitization of the network, supply of innovative and diversified and good quality products and services, attractiveness, affordable prices, accessible to all and everywhere, especially to rural populations who have often have little or no access to the essential social services to which they are fully entitled in their daily lives. To this must be added the urgent need for the postal sector to develop a multidisciplinary, well-trained, competent and deeply motivated human resource. Indeed, with the advent of convergence, the postal sector must have several jobs.

Win-win partnerships were established to the satisfaction of all parties.

11.14. High-Level Forum on Digital Transformation of the African postal sector

PAPU co-organized with the African Union Commissions a high-level Forum on digital transformation of the African postal sector in Tunisia from 14 to 15 March 2019. The event brought together several ministers and CEOs of Africa's postal sector, as well as the UPU Director General and Deputy Director General. Apart from taking part in organizing the event, I had the opportunity to participate as a panelist to contribute to the topic entitled "E-commerce, Financial Inclusion and Digital Transformation: Challenges and Key Success factors- PAPU Initiatives and programmes undertaken" The main thrust of contribution was centred on the following main issues:

- a) Current situation of the postal sector
- b) Challenges facing the sector in terms of ecommerce, financial inclusion and digital transformation;
- c) Key success factors;
- d) Initiatives and programmes undertaken on ecommerce, financial inclusion and digital transformation.

11.15. Inauguration of the National Organizing Committee of the 27th UPU Congress

At the invitation of the Minister of the Digitation Economy and the Post, I participated in the inauguration of the National Steering and Organizing Committee and its organs in Abidjan, Côte d'Ivoire on 18th March 2019, on behalf of PAPU and its Support Committee. The aforementioned Committee is chaired by the Vice-President of the Republic with the Prime Minister as Vice-Chairman.

11.16. Communications Regulatory Authority of Southern Africa (CRASA) Annual General Meeting, 28th March 2019, Dar Es Salaam, Tanzania

During the event I took part in the opening ceremony which was presided over by the Tanzanian Minister in charge of the Postal Sector and was given the opportunity to deliver a keynote address as one of the special guests. In my speech I emphasized on the need transform the post by digitization to increase product offering, among other things. In this regard, I drew examples of related events that have been organized by PAPU such

as the High Level Forum on the Digital Transformation of The African Postal Sector held in Tunisia in March 2019 which we successfully co-organized with the African Union Commission.

11.17. Working Session on the study on the relationship between the African Union Commission and its Specialized Agencies held on 27th & 28th May 2019 in Harare, Zimbabwe

The Assistant Secretary General represented PAPU at this event during which a study report presented as a follow up to Decision No. AU/Dec. 653 (XXVIII) of African Heads of State and Government for the Commission to undertake a comprehensive institutional reform with a view to re-aligning the structure of Africa Union institutions to deliver on key priorities and rationalize the number of Specialized Technical Agencies.

The meeting focused on the following main issues: definition of Specialized Agencies (SA), criteria for establishing or recognizing SAs, SA's engagement with the AUC, functions and competencies of SAs and Financing of SAs, just to mention a few.

All issues deliberated on and agreed upon will be incorporated into the final document to be submitted to the Heads of State and Assembly to be held in Niamey, Niger, in July, 2019. The meeting also adopted an implementation plan for the execution of the actions agreed upon.

12. CHALLENGES AND ACTIONS TAKEN/PLANNED

During the year under review the following challenges were encountered:

- a) **Financing the budget and inability of Member States to pay their contributions in a timely manner:** This is a serious drawback to the smooth performance of our activities, including the day-to-day running of the General Secretariat, notwithstanding the remarkable efforts of the handful of men and women, some of whom have to suffer the emotional torment of living away from their families.
- b) **Restructuring of the Secretariat:** Just as I reported last year, despite the urgent need to fill the vacancies to optimize performance of the General Secretariat for the benefit of the Member States in line with the authorization given by the Administrative Council in Nairobi, Kenya, in 2017, implementation of the newly adopted structure will only be completed in phases subject to availability of funds;
- c) **Response to questionnaires by Member States:** we continue to face enormous challenges in getting responses to questionnaires circulated by the General Secretariat. Usually, the response rate is low resulting in the secretariat not being able to make any meaningful analysis and interpretation. The responses are also submitted very late, well after the set deadlines making the whole exercise futile.
- d) **Representation of Member States at the UPU Committees, Ad hoc Groups and other UPU Bodies** is still weak despite reminders and appeals to members to do the same.

Member States that were elected into the CA and POC are still not showing sufficient presence during POC and CA meetings, thereby depriving the African Member States they are expected to represent of the opportunity to make their voices heard on crucial matters of common interest. Worse still, the constant changes of members of delegation gives rise to situations whereby some delegates have little or no knowledge of the issues at stake. This is obvious from their rather detached demeanor during meetings; with the absence or low representation of Member States, the General Secretariat has been obliged to fill the void by speaking on behalf of Africa during these fora. However, here too, the lack of resources prevents us from optimizing our participation;

- e) **The Financing of the budget and the failure of Member States to pay contributions as and when due** seriously affects the smooth implementation of our activities;

In view of the foregoing, the following recommendations are proposed:

- a) The need for prompt payment of annual contribution by Member States, latest three (3) months into the new financial year to allow the General Secretariat to embark on implementation of its annual action programme in due time;
- b) Call for effective and active participation of Member States elected to POC/CA in all UPU meetings;
- c) Member states need to improve in responding to questionnaires and adhere to set deadlines for submission of questionnaires;
- d) Other Member States with well-established expertise need to participate in UPU Committee deliberations; so that Africa's strategic interests can be advanced when making decisions.

13.OUTLOOK/ EXPECTATIONS FOR NEXT FINANCIAL YEAR

The future, particularly for next year, looks promising considering that it is envisaged that the political, economic and social outlook in the African continent will remain stable, if not improve.

Furthermore, members who were hitherto not active in the Union have since returned while more members are expected to come on board with our continued efforts to lure them into joining the Union during the coming year. This, coupled with the joining of potential Associate members, will no doubt, result into improvement in the Union's Finances as envisaged in the Strategy and Financial Plan.

With the revised Acts, these will enhance and improve on the Union's operations. I therefore use this opportunity to call on Member States to continue supporting the Union to ensure that our overall objective is realized, namely playing a pivotal role in fast-tracking inclusive socioeconomic development on our beloved continent.

14. CONCLUSION

Allow me to conclude my report by saying that a lot has been achieved during the year in question as almost all of our strategic projects are receiving the support of Member States. This includes the Quality of service Fund-Customs Declaration Systems Project which is co-financed by the United Arab Emirates, Postal Financial Services development, Operational Readiness for e-commerce (ORE) project, just to mention a few.

However, more is still required in the areas of good governance and implementation of standards/targets as well as relevant and efficient regulation of Africa's postal market. I therefore use this occasion to call on Member States to give priority attention to our "**Cash Cows**" to be able to support and sustain our Universal Service Obligation.

By extension, I am also expressing my profound gratitude to all PAPU Member States who generally continue to actively participate in our Union's activities. All these have undoubtedly contributed to enhance the positive image of the Union.

I wish to particularly extend my gratitude to Member States that pay their contributions regularly, those that comply with the agreed amortization plan, as well as those that make every effort to ensure that they meet their obligations, albeit their respective challenges.

At this juncture, I would like to express my sincere thanks to our parent organization, the African Union, to the Universal Postal Union, Regional Economic Communities, the sub-regional postal organizations, other countries and partners of the Union for their continued and unwavering support to our noble cause. Many thanks also go to all countries that hosted activities which are dear to our hearts, namely, Cameroon, Egypt, Cote d'Ivoire, Kenya, Tanzania, Tunisia and Zimbabwe.

Let me reiterate my sincere appreciation to Tanzania, for hosting PAPU Headquarters as well as the continued assistance and cooperation rendered to us in many areas.

Last but not least, I wish to convey our deep gratitude to our Administrative Council Chairman, Mr. Charles Tontama Millogo for his unfailing guidance and support to the General Secretariat, as well as his close working relationship with us.

This report is therefore submitted to the Honourable members of the Council for consideration and adoption. A draft resolution is attached herewith to this effect.

SG Report of Activity - Annex 5 (i)

Details of Staff Training and capacity development

S/N	Name of Staff	Designation	Description of training programme
1	Michael Onyewe	Head, Administration & Finance	French language conversation Course
2	Nathan Mkandawire	Coordinator, Operations & Technology	French language conversation Course
3	Hillaria Mazenge	Quality of Service Officer	French language conversation Course
4	Amadou Amadou	Coordinator, Executive Office	Project management workshop
5	Yonna Singogo	Accounts Officer	French language conversation Course International Public Sector Accounting System (IPSAS)
6	Armogast Mallya	Information Technology Technician	French language conversation Course Installation and maintenance of PABX Telephone System
7	Mohamed Muhoji	Office Assistant	French language conversation Course
8	David Joseph	Senior Driver	French language conversation Course Road Safety awareness Training Workshop
9	Joseph Zelothe	Driver	French language conversation Course Road Safety Awareness Training Workshop
10	Yahya Said Mpotwile	Driver	French language conversation Course

SG Report of Activity - Annex 5 (ii)

Summary Staff Distribution by region, language and gender including elected officers

N°	Staff category	Sub-region					Language		Gender	
		East	Central	North	South	West	English	French	Male	Female
1	Secretary General	-	1	-	-	-	-	1	1	-
2	Assistant Secretary General	-	-	-	-	1	1	-	1	-
3	Heads of department	-	-	-	1	1	2	-	2	-
4	Professional category (P1-P3)	1	2	-	1	2	2	4	5	1
5	General Services A	2	-	-	-	-	2	-	1	1
6	General Services B	4	-	-	-	-	3	-	3	-
	Total	7	3	-	2	4	10	5	14	2

There is an increase of one staff after the recruitment of a new Driver.

TECHNICAL COMMITTEE REPORTS



Original: English

REPORT OF THE OPERATIONS AND TECHNOLOGY COMMITTEE (OTC) MEETING HELD IN OUAGADOUGOU, BURKINA FASO ON 12TH -13TH JUNE 2019

1. INTRODUCTION

The Operations and Technology Committee meeting was held from 12th to 13th June 2019 at Sopatel Silmande hotel in Ouagadougou, Burkina Faso.

2. PARTICIPATION

Members present: Burkina Faso, Chad, Côte d'Ivoire, Egypt, Ghana, Kenya, Madagascar, Malawi, Mali, Nigeria, Senegal, Tunisia, Uganda and Zimbabwe

Other PAPU members present as observers were: Algeria, Botswana, Congo Republic, Eswatini, Guinea Republic, Liberia, Mozambique and Tanzania,

The list of participants is attached as Annex 1 to the report.

3. BUREAU

The bureau was as follows:

Chairman - Tunisia

Rapporteur – PAPU Secretariat

4. OPENING REMARKS BY THE CHAIRPERSON

The chairperson welcomed everyone present and wished them fruitful deliberations. He called the meeting to order and commenced the deliberations for the day.

5. ADOPTION OF THE AGENDA

The committee adopted the following agenda:

- a) Opening remarks by the Chairperson;
- b) Adoption of the agenda;
- c) Update on implementation of the 37th Administrative Council decisions, resolutions and recommendations, presentation by General Secretariat
- d) Status of implementation of the Programme of Action 2018/2019
- e) Implementation of Customs Declaration system (CDS):
 - Update by the General Secretariat

- Status update by Kenya and Tanzania
- f) PAPU Quality of service testing results and quality of service targets for 2019-2020,
Report by the General Secretariat
 - g) Update on implementation of Operational Readiness for E-commerce (ORE) Project, a report by the General secretariat
 - h) Update on issuance of Nelson Mandela stamp by the General Secretariat;
 - i) Integrated Product Plan (IPP) and Integrated Remuneration Plan (IRP), report by the General Secretariat
 - Update on Congress decision on IPP and IRP
 - Remuneration proposals for small packets
 - j) Report on status of Financial Services in Africa and sharing of experience by Tunisia
 - k) E-services development in Africa
 - Brief by General Secretariat
 - Sharing of experience by Botswana and Egypt
 - l) Consideration of draft Programme of Action for 2019/2020
 - m) Any Other Business;
 - n) Date and venue of the next meeting;
 - o) Adoption of the report;
 - p) Closing of the meeting

6. UPDATE ON IMPLEMENTATION OF THE 37TH ADMINISTRATIVE COUNCIL DECISIONS, RESOLUTIONS AND RECOMMENDATIONS, PRESENTATION BY GENERAL SECRETARIAT

The General Secretariat presented a report in the form of **PAPU/ATC/OTC/2019 - Doc No.2** on status of implementation of the 37th Administrative Council directives. The Secretariat had written to Member States and their Designated Operators vide circular letter Ref CL/PAPU/SG/QSO/034 of 15th August, 2018 encouraging them to take necessary measures to implement the resolutions relating to operational issues. Member States were requested to provide an update of the status of implementation of the directives vide a circular letter and two annexed questionnaires on 13th March, 2019 to enable the Secretariat to present a report to the Administrative Council. The deadline for the return of the questionnaires was 26th May 2019. Despite reminders, only Burundi, Comoros, Malawi, Tanzania, Uganda, Zambia and Zimbabwe responded to the questionnaire. The Secretariat therefore could not present a comprehensive report on the status of implementation since the bulk of Member States did not provide the necessary information. The report presented was based on information that could be obtained from other sources like the UPU and workshops organized during the period under review.

Members were encouraged to respond to questionnaires in order to provide the General Secretariat with relevant information. They were further encouraged to implement the resolutions and update the Secretariat since most of the resolutions cut across the whole cycle.

7. STATUS OF IMPLEMENTATION OF THE PROGRAMME OF ACTION FOR 2018/2019

The Secretariat presented a report, **PAPU/ATC/OTC/2019 - Doc No.3** on the status of implementation of the Committee's Programme of Action. As reported earlier only a few responses were received from Member States. However from information obtained from other sources, the Committee was on course with implementation of planned activities.

8. IMPLEMENTATION OF CUSTOMS DECLARATION SYSTEM (CDS)

To ensure that Africa complies with the global security requirements, the 37th PAPU Administrative Council made Resolution No. 05/PAPU/AC/XXXVII/2018, calling upon Member States to implement the Customs Declaration System (CDS) and ensure exchange of Electronic Advance Data (EAD) with partner Designated Operators as well as Customs Authorities by the year 2020.

The General Secretariat presented document **PAPU/ATC/OTC/2019 - Doc No.4** on what has been done to comply with the resolution. It was reported that a regional Quality of Service Fund (QSF) project on the 'Implementation of CDS for African countries', coordinated by PAPU was formulated and officially submitted to the QSF Secretariat in September, 2018.

Sixteen (16) countries are participating in the project namely; Benin, Botswana, Cameroon, Chad, Eswatini (Swaziland), Ghana, Lesotho, Liberia, Malawi, Namibia, Niger, Nigeria, Rwanda, Sierra Leone, Zambia and Zimbabwe.

The project was unconditionally approved by the QSF Board of Trustees in January, 2019. Implementation of the project is currently in progress.

Some Member States shared their experience on the implementation of the CDS project. Member States that are not participating in the regional project were encouraged to use their own resources or prepare national QSF project proposals to enable all countries to exchange EAD. Designated Operators were further encouraged to sign bilateral Data Sharing Agreements (DSAs) with partner countries for the exchange of EAD.

It was suggested that there is need for PAPU Secretariat to establish collaborative mechanisms with continental customs authorities.

9. PAPU QUALITY OF SERVICE TESTING RESULTS AND QUALITY OF SERVICE TARGETS FOR 2019-2020

The Secretariat presented the results of the Quality of Service Control exercises organized for EMS items in April 2018 and for ordinary letter post items in October 2018, via **PAPU/ATC/OTC/2019 - Doc No.5**.

a. EMS Control Test

Twenty four (24) Designated Operators (DOs) participated in the EMS test, which represents 11% increase compared to the test conducted in 2017. Eighteen (18) operators sent out test letters to partner operators while six (6) operators participated only as delivery operators.

Sixty-nine (69) links were tested compared to twenty four (24) the previous year. Out of the 69 links tested, 25 attained an average transmission of 5 days or better. 39 of the links attained an average transmission of between 6 and 10 days while the remaining 5 links attained between 14 and 20 days.

b. Ordinary letter Post items test

Twenty nine (29) countries participated in the ordinary letter post items test. Of the twenty nine, twenty six (26) are member states representing 58% of the PAPU members, as compared to twenty one (21) in 2017. The remaining three (3) are not PAPU members. Out of the twenty nine (29) participating countries, twenty three (23) originated control cards to the various destinations, while six (6) were destination countries which only returned cards they received to the General Secretariat. The links tested increased from thirty four (34) in 2017 to seventy two (72), which represents 111% increase. Out of the seventy two (72) links tested, thirteen (13) links attained J+5 @ 85% (international standard) representing 18% of the routes tested.

c. End to End Quality of Service targets 2019-2020

The meeting was informed that a pilot study to validate the proposed new methodology for the global end to end (E2E) standards was conducted by the UPU from July to September, 2018. The results were presented during the October 2018 session of the Universal Postal Union (UPU) Postal Operations Council (POC). The results of the pilot form the basis for E2E standards for the 2019/2020 period.

Eighteen (18) geographical world regions were created to represent all UPU member countries and territories. Countries were grouped into two categories: industrialized countries (ICs) and all others, according to the UPU categories. The standards proposed are therefore based on the two categories for 18 regions.

Tests were done for the three (3) different legs in mail transmission for each region as follows:

- Leg 1: from posting/collection to departure from outward office of exchange (J = day of posting/collection).
- Leg 2: from departure from outward office of exchange to arrival at inward office of exchange (J = day of departure from outward office of exchange).
- Leg 3: from arrival at inward office of exchange to attempted/unsuccessful physical delivery/final delivery (K = day of arrival at inward office of exchange).

The end-to-end transmission time is the sum of the calculated days for each item for legs 1, 2 and 3 for each of the regions. The validated results are the E2E standards to be used for 2019 and 2020.

d. PAPU/African Airlines Association (AFRAA) Contact Committee

Mail conveyance was identified as one of the major obstacles in mail quality of service in Africa. Cognizant of this fact, the need to improve DOs/Airlines relationship cannot be overemphasized. In furtherance of the PAPU/ AFRAA collaboration and in line with the implementation of resolution No.3/PAPU/AC/XXXVII/2017 the Memorandum of Understanding (MoU) that was drawn in 1985 was reviewed, taking into account developments in the mail conveyance business. The revised MoU was signed in January, 2019 and its copy was circulated to Member States.

A number of recommendations to improve quality of service in the region were discussed. Members were urged to participate in quality of service tests coordinated by PAPU in their numbers to ensure quality improvement in the region. It was also emphasized that members should sign model agreements with airlines and ensure tracking of mail. Moreover, the proposal by the General Secretariat for the reconstitution of the PAPU/AFRAA Contact Committee with the coordination of sub regional postal organizations was upheld A draft resolution, **Annex 2** is attached for the Council's consideration.

10. UPDATE ON IMPLEMENTATION OF OPERATIONAL READINESS FOR E-COMMERCE (ORE) PROJECT

To ensure execution of Resolution No.03/PAPU/AC/XXXVII/2018 made by the 37th PAPU Administrative Council, the General Secretariat presented document **PAPU/ATC/OTC/2019 - Doc No.6** on update on the implementation of the regional quality of service projects for the 2017– 2020 cycle. The project aims at ensuring the operational readiness of Posts for seamless cross-border e-commerce through an integrated approach.

It was noted that the 3rd ORE project workshop for the English speaking was held from 8th to 12th July in Cairo, Egypt while the one for the French speaking countries was held in Dakar, Senegal from 6th to 10th August, 2018.

The objectives of the 3rd ORE workshops were:

- (i) Reviewing status of implementation of the National Action Plans and Roadmaps pertaining to the Regional Project on Operational Readiness for E-commerce (ORE) in Africa;
- (ii) Focusing on postal security and safety issues to achieve the security deliverables on the ORE project;
- (iii) Elaboration on Electronic Advance Data (EAD) and Customs Declaration System (CDS).
- (iv) Overview of UPU Disaster Risk Management (DRM) efforts;
- (v) Improvement of the postal transport (leg 2);
- (vi) Overview of new UPU Quality Certification Methodology.

Apart from the workshops conducted, on-site evaluation missions were carried out at offices of exchange to assess preparedness of DOs for e-commerce as well as improve operational efficiency in the supply chain. Such evaluation missions were conducted in fourteen (14) countries in the year 2018. The countries involved were: Tanzania, Mauritius, Nigeria, Chad, Uganda, Kenya, Cameroon, Cote d'Ivoire and Zimbabwe, to name a few.

Member States were also notified of the planned activities for 2019.

Member States were urged to commit to the implementation of their roadmaps and action plans by speeding up the necessary activities to ensure overall quality of service improvement and readiness for e-commerce in Africa by the end of the congress cycle in 2020.

11. UPDATE ON ISSUANCE OF NELSON MANDELA STAMP

In line with **Resolution No.06/PAPU/AC/XXXVI/2017** passed by the 36th Ordinary Session of the PAPU Administrative Council held from 8th to 10th May, 2017 in Nairobi, Kenya, 'On creation of a sub-committee to develop and disseminate a common theme for a Pan African Stamp' and **Resolution No.06/PAPU/AC/XXXIII/2014** 'On the issuance of a commemorative stamp in honour of Nelson Mandela', the General Secretariat presented a report on the work done on the implementation thereof.

A coordination committee comprising South Africa, Nigeria, Tunisia and the General Secretariat was constituted to spearhead the work which would culminate in the issuance of a joint stamp by Members States willing to participate.

The coordination committee came up with terms and conditions for participating members as well as a draft design of the stamp, both of which were communicated to Member States for their comments.

Member States were requested to confirm their willingness to participate in the issuance of the joint stamp by completing a participation form as well as designated a contact person for the work. Confirmations of participation were received from seven countries. However five countries namely; Algeria, Burkina Faso, Kenya, Tunisia and Togo eventually issued the joint regional stamp.

As had been agreed during the 36th Administrative Council in Nairobi, the stamp was issued on 18th July to coincide with the 100th anniversary of the icon's birth.

Although Zimbabwe had earlier on expressed willingness to issue the joint regional stamp she indicated that she experienced technical challenges with the supplier who could not produce the required stamp size. However she expressed commitment to support PAPU activities in future. Madagascar informed the committee that she did participate in the joint regional stamp issue since she had already issued a stamp in honour of Nelson Mandela.

The committee noted with concern the low participation in the initiative and encouraged members to actively participate in future events.

12. INTEGRATED PRODUCT PLAN (IPP) AND INTEGRATED REMUNERATION PLAN (IRP) REPORT

The General Secretariat made a presentation on the Integrated Product Plan (IPP) and the Integrated Remuneration Plan (IRP) vide document **PAPU/ATC/OTC/2019 - Doc No.8**. The presentation covered an update on the Extra Ordinary Congress decisions on the IPP and IRP as well as review of small packet remuneration following the United States notice of withdrawal from the UPU.

Member states were urged to carefully consider the implications of the three proposals under consideration. An ad hoc group comprising Algeria, Cote d'Ivoire, Egypt, Guinea Republic, Kenya, Nigeria, Malawi, Senegal, South Africa, Tanzania, Tunisia, Uganda, and Zimbabwe was constituted to analyze the three options and come up with a position for Africa before the Extra - Ordinary Congress to be held in September in Geneva, Switzerland.

13. REPORT ON STATUS OF FINANCIAL SERVICES IN AFRICA

A report was presented by the General Secretariat on Financial services activities in Africa via document **PAPU/ATC/OTC/2019 - Doc No.9**.

The PAPU Administrative Council made Resolution No.09/PAPU/AC/XXXVI/2017 on the development of postal financial services in Africa and Resolution No.04/PAPU/AC/XXXVII/2018 on implementation of Digitization and Financial Inclusion Projects to ensure improvement of financial services in Africa.

In furtherance of the above directives, a workshop on the Role of Postal Financial Services to Further Financial Inclusion and Socio-Economic Development was organized by PAPU in collaboration with the African Union Commission and the Universal Postal Union from 4th to 6th December, 2018, in Arusha, United Republic of Tanzania.

Twenty six (26) countries, namely, Algeria, Benin, Botswana, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Equatorial Guinea, Kenya, Lesotho, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Nigeria, South Africa, Sudan, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe participated in the workshop.

The workshop focused on the following objectives:

- (i) Sensitization of Designated Operators (DOs) on the role of postal financial services/financial inclusion in socio-economic development given its importance as a potential growth area;

- (ii) Updating participants on the key trends in financial inclusion including partnerships with key stakeholders;
- (iii) Consideration of the different forms of financial services on the global market to foster financial inclusion in Africa through utilization of the extensive postal network in delivery of services;
- (iv) Provision of policy, regulatory and operational guidelines to foster financial inclusion;
- (v) Exploration of funding options for the African Posts;
- (vi) Underscoring the role of Financial Inclusion/Financial Services in the attainment of Sustainable Development Goals (SDGs) and AU Agenda 2063 (AUC).

A declaration spelling out the outcomes of the deliberations was made at the end of the workshop.

A questionnaire to assess the development of financial services in Africa was sent out by the General Secretariat in October 2018, with a deadline of 23rd November 2018. The General Secretariat made a report on the analysis of the responses to the questionnaire.

Tunisia made a presentation that covered a broad spectrum of financial and digital services and members were encouraged to benchmark on her experience.

In line with the implementation of Administrative Council resolutions on development of postal financial services in Africa, DOs were urged to embrace financial inclusion initiatives, including digitization by using available solutions to facilitate the provision of efficient and cost effective financial services.

A draft resolution is attached as **Annex 3** for the Council's consideration.

14. E-SERVICES DEVELOPMENT IN AFRICA

A study questionnaire on the development of e-services was circulated to all member states by the UPU International Bureau in 2017. By the end of September 2018, the International Bureau had received 124 responses to the questionnaire. The responses were representative of all regions and levels of economic development. Of the 124 responses received, 26 were from Designated Operators (DOs) from the African Region.

The IB released the report on the analysis of the questionnaire responses during the Postal Operations Council session in April 2019. The new flagship publication entitled “**the digital economy and digital postal activities - a global panorama**” was released thereafter.

The top global drivers for the launch of postal e-services in 2017 were in line with the following three strategic objectives:

- **Leveraging competencies** - Globally, the top reason for launching postal e-services is to “leverage the Post’s image and reputation as a trusted provider;
- **Diversification** - The overwhelming majority (80%) of Posts shared that they are “looking to diversify into digital services to remain relevant;
- **Protecting and strengthening the core business** - Respondents largely agreed that their countries wanted to use digital services to “keep market share as high as possible.

The report indicated that the most significant obstacles to the growth of e-services in Africa were the following:

- Resource constraints (72%);
- Limitation of the Post's IT infrastructure (68%);
- It takes a long time to move towards a digital culture (58%);
- Lack of internal experts to develop e-services at a faster pace (53%);
- Use of own delivery networks by e-merchants (50%).

Botswana and Egypt made presentations on their country experiences and members were encouraged to take from the experience of such countries in order to improve their operations and generate more revenue.

In line with Resolution No.08/PAPU/AC/XXXVII/2017 on adoption of .post to promote e-commerce and product diversification, which called upon DOs to adopt .post to promote e-commerce growth, e-services and product development, DOs were encouraged to benchmark and share experiences on e-services development in order to diversify and remain relevant.

A draft resolution as attached as **Annex 4**, for the Council's consideration.

15. CONSIDERATION OF DRAFT OT COMMITTEE'S PROGRAMME OF ACTION 2019-2020

A draft Committee Programme for the year 2019/2020 was presented by the Secretariat and adopted. The programme is attached as **Annex 5**

16. ANY OTHER BUSINESS

There was no other business discussed.

17. DATE AND VENUE OF THE NEXT MEETING

The next meeting of the committee will be held at a time and venue to be communicated by the Secretariat in due course.

18. ADOPTION OF REPORT

The report was thereafter adopted.

19. CLOSING OF MEETING

The Chairperson thanked everyone present for their active participation and contributions to the Committee's fruitful deliberations.

Signed

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Chairman:
Tunisia

.....
Rapporteur: Hillaria Mazenge
PAPU Secretariat



Original: French

**REPORT OF THE 4TH MEETING OF THE POLICY, STRATEGY AND GOVERNANCE COMMITTEE
(PSGC), OUAGADOUGOU (BURKINA FASO) 13TH JUNE 2019**

1. INTRODUCTION

Prior to the 38th Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU), the Policy, Strategy and Governance Committee met in Ouagadougou (Burkina Faso) from 12th to 13th June 2019 to consider the items on its agenda.

Established pursuant to Article 14 of the Convention, the Committee's mission is to assess the preparation and implementation of policies, strategies, governance rules, reforms and regulations for Africa's postal sector, as well as look into issues related to the Acts of the Union.

2. PARTICIPANTS

The following Member States and organizations were in attendance:

Algeria, Benin, Burkina Faso, Côte d'Ivoire, Democratic Republic of Congo, Egypt, Eswatini, Ghana, Kenya, Liberia, Malawi, Mali, Mozambique, Niger, Nigeria, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe, CRASA, FRDPA and WAPCO.

Cf. attendance list in **Annex 1**.

3. BUREAU

The bureau was made up as follows:

Chairperson: Zambia;

Rapporteurs: Burkina Faso;

Secretary: PAPU General Secretariat.

Gabon and Ethiopia, Vice-chair and rapporteur respectively of the Committee, were absent.

4. INTRODUCTORY REMARKS BY THE CHAIRPERSON

Following her opening remarks, the Chairperson of the Committee commended participants for their massive attendance and went ahead to express her profound appreciation to the Burkinabe authorities for the warm reception and state-of-the-art facilities allocated for the Committee to deliberate in a conducive environment. Finally, she complimented the General Secretariat for the high quality of the working documents.

5. ADOPTION OF AGENDA

The draft agenda was adopted by the Committee with minor changes.

Cf. final agenda in **Annex 2**.

6. UPDATE ON IMPLEMENTATION OF DECISIONS, RESOLUTIONS AND RECOMMENDATIONS FROM THE 37TH AC ORDINARY SESSION

The General Secretariat presented document **PAPU/AC/PSGC/04/2019 - Doc No.02** on the status of implementation of Decisions, Resolutions and Recommendations of the 37th Ordinary Session of the Administrative Council held in Algiers, Algeria.

The Committee took note of the presentation.

7. PROPOSAL FOR RESCHEDULING ORDINARY SESSIONS OF THE PAPU PLENIPOTENTIARY CONFERENCE BEFORE THE UPU CONGRESS

The General Secretariat presented document **PAPU/CA/PSGC/04/2019 - Doc No.04** and the annex thereto, recommending that the Ordinary Sessions of the PAPU Plenipotentiary Conference be held before the UPU Congress. Having examined the options proposed together with their respective advantages and implications, the Committee made the following comments/inputs:

- That organizing the Ordinary Sessions of the PAPU Plenipotentiary Conference before the UPU Congress will not only have financial and legal implications, but political consequences as well;
- That the arguments advanced in support of the change of dates were not adequate to safely conclude that it was in the best interest of the Union.

Recommendation:

- **The Committee recommended the rejection of the proposal to reschedule the Ordinary Sessions of the PAPU Plenipotentiary Conference to come before the UPU Congress;**
- **Requested the General Secretariat to take appropriate steps to effectively manage both events without changing its quadrennial cycle.**

8. PROPOSAL FOR THE ESTABLISHMENT OF AN AFRICAN POSTAL CEO FORUM AND PREPARATION OF RELATED TERMS OF REFERENCE

The General Secretariat presented document **PAPU/CA/PSGC/04/2019 - Doc No.05** and the two annexes thereto on the aforementioned subject. **The Committee made the following comments/inputs:**

- Taking their cue from the counterparts in the regulatory bodies, the creation of a platform for postal CEOs will create more interest in PAPU activities;
- The PAPU General Secretariat already facilitates the organization of the Postal CEO Forum in its current format;
- With the opening up of PAPU to new partners, including Associate Members, the establishment of such a forum is justified;
- However, there is need to improve the Forum's Terms of Reference (TORs).

Recommendation:

- **The Committee recommended the related Draft Resolution to the Administrative Council for approval.**

The related Draft Resolution is attached as **Annex 3**.

9. PRESENTATION OF ACTION PROGRAMME FOR 2019/2020

The General Secretariat presented the Action Programme for 2019/2020 contained in document **PAPU/AC/PSGC/04/2019 - Doc No.06**. The Committee underscored the need to crosscheck the consistency of the costs of some activities.

Recommendation:

- **The Committee recommended the Action Programme to the Administrative Council for approval.**

The related Draft Decision is attached as **Annex 4**.

10.DEVELOPMENT OF A SECURE SYSTEM FOR PROTECTING, ACCESSING AND CONSULTING PAPU ONLINE DOCUMENTS

The Committee considered document **UPAP/CA/CPSG/04/2019 – Doc No. 07** on the establishment of a secure system to protect, access and consult PAPU online documents.

Recommendation:

- **The Committee recommended that the Administrative Council adopts the Draft Resolution on the development of a secure system for protecting, accessing and consulting PAPU online documents.**

The related Draft Decision is attached as **Annex 5**.

11.CELEBRATION OF PAPU 40TH ANNIVERSARY

Upon consideration of document **PAPU/AC/PSGC/04/2019 – Doc No.08**, the Committee made the following comments/inputs:

- Celebrating PAPU's 40th anniversary is of vital and especially symbolic importance for the Union;
- The personalities selected to receive special distinctions were carefully and judiciously chosen;
- Member States should therefore be strongly encouraged to participate massively in this celebration.

Recommendation:

- **The Committee recommended the Draft Resolution to the Administrative Council for approval.**

The Draft Resolution is attached as **Annex 6**.

12.UPDATE ON ASSOCIATE MEMBERSHIP

An update was presented to Committee members on associate membership in document **PAPU/AC/PSGC/04/2019 – Doc No. 09**. The main highlight was the proposed scale of assessment for Associate Member's financial contributions, this being;

- Organizations operating in Africa – USD15,000

- Organizations operating outside Africa – USD20,000

Following the presentation, the Committee took note of the working document.

13.STATUS OF IMPLEMENTATION OF THE COMMITTEE ACTION PLAN

Document **PAPU/AC/PSGC/04/2019 – Doc No.10** on the status of implementation of the Committee's action plan was presented to members. The Committee made the following comments/input:

- Member States were requested to respond to the questionnaire administered by the PAPU General Secretariat, failure to which there will be no concrete data to assess the implementation of the World Postal Strategy;
- Member countries were invited to assist the General Secretariat by providing experts to develop human resource manuals and policies;
- All columns on the activities listed in the action plan must be duly completed with the relevant information;
- PAPU was advised to work hand-in-hand with the UPU on all matters related to the World Postal Strategy, using the latter's presentation/reporting formats.

Recommendation:

- **The Committee took note of the document and urged the General Secretariat to provide comprehensive information on the status of implementation of its action plan.**

14.PRESENTATION OF THE REPORT ON THE STUDY FOR THE DRAFTING OF AFRICAN POSTAL GUIDELINES

The Chairperson of the Postal Regulation Taskforce presented the Committee with the report on the study that had been considered by the Taskforce prior to these deliberations. Following discussions, the following comments/inputs were made:

- The belated publication of the Consultant's report did not allow for thorough scrutiny by Committee members;
- There was need to come up with a comprehensive road map for the finalization of the Draft Guidelines. However, the timeframe should not be too protracted lest the Guidelines should become outdated and obsolete before it is formally adopted or implemented;
- It will be necessary to present the Guidelines to the competent organs of the African Union once it is adopted by the PAPU Plenipotentiary Conference, to ensure that it is duly binding on and implemented by all member countries of our continental parent organization;
- From a procedural standpoint and for purposes of efficiency, it will be necessary in future to avoid any duplication of taskforces. Actually, the Guidelines could have been conveniently entrusted to the PSGC's Legal Experts Taskforce at the outset rather than creating a new one.

The PSGC Legal Experts Taskforce should be assigned to finalize the document. In this respect, it will be open to any willing Member State.

Finally, the Taskforce members sincerely complimented the Consultant for a job well done in so short a time, and commended him for the substantive and relevant proposals advanced in the report. Taskforce members were equally informed that since the report was not a final document, new proposals and comments were still welcome.

Recommendation:

The Committee recommended the following:

- **Substitution of the term “Guidelines” for “Directive”;**
- **Finalization of the document by the Legal Experts Taskforce and the Consultant, who will be supported by two willing Member States, namely Algeria and Botswana. The Taskforce thus reconstituted will recommend an appropriate procedure for adoption of the document;**
- **Circulation of the document to all Member States for possible comments and inputs;**
- **Validation of comments/inputs from the Taskforce and recommend the Draft Resolution to the Administrative Council for approval.**

The Draft Resolution is attached as **Annex 7**.

15. ANY OTHER BUSINESS

The points raised dealt with the existence of the African Support Committee in addition to the PSGC, whose main mission is to handle issues pertaining to strategy. After revisiting the Terms of Reference of the African Support Committee, the apprehension about the possibility of duplication or turf wars was quickly dispelled.

Having exhausted the agenda, the Chairperson thanked all the participants for their invaluable contributions.

16. DATE AND VENUE OF NEXT MEETING

The Republic of Zimbabwe will host the next meeting at a date and venue to be advised.

17. MINUTES OF DELIBERATIONS

The Committee adopted the report following slight adjustments.

18. CLOSING

The Chairperson adjourned the meeting on 13th June 2019 at 06:00 pm.

Signed

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Chairman:
Zambia

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Rapporteur: Abdourahamane Oumarou Ly
PAPU Secretariat



Original: French

REPORT OF THE AFRICAN SUPPORT COMMITTEE (ASC) MEETING FOR THE ORGANIZATION OF THE UPU 27TH CONGRESS IN 2020 HELD IN OUAGADOUGOU, BURKINA FASO ON 13TH JUNE 2019

1. PARTICIPANTS

Members: Equatorial Guinea, Guinea, South Africa, Tunisia and Uganda.

Observers: Algeria, Benin, Botswana, Chad, Eswatini, Ghana, Kenya, Madagascar, Malawi, Mali, Zimbabwe, ATU, CRASA, ICASA, WAPCO.

The list of participants is attached as **Annex 1**.

2. OPENING REMARKS BY PAPU (ASG)

The Secretariat informed the meeting that by Resolutions No. 03/PAPU/AC/XXXV/2016 and No. 16/PAPU/PC/IX/2016, passed during the 35th Ordinary Session held in Yaoundé, Cameroon, the Administrative Council of the Pan African Postal Union (PAPU) lent its support on the offer by the Republic of Côte d'Ivoire to host the 27th Congress of the UPU in 2020.

The Istanbul Congress had accommodated the request from Côte d'Ivoire by entrusting her with the organization of this key event for the global postal sector.

By Decision No.07/PAPU/AC/XXXVI/2017, the 36th Ordinary Session of the PAPU Administrative Council meeting in Nairobi (Kenya) held from 8th to 10th May 2017 formed an **African Support Committee (ASC)** that is equally tasked with looking into pending key UPU issues.

3. COMPOSITION OF ASC

The ASC is made up of members from all regions of the continent, namely:

- North Africa;
- West Africa;
- Central Africa;
- East Africa;
- Southern Africa.

The present bureau was constituted as follows:

Chairperson	:	Tunisia;
1 st Vice-chairperson	:	South Africa;

2nd Vice-chairperson : Guinea;
1st Rapporteur : Uganda;
2nd Rapporteur : Equatorial Guinea.

The bureau is assisted by PAPU Secretariat.

4. OPENING REMARKS BY CHAIRPERSON

The Chair welcomed the participants to the meeting and wished them fruitful deliberations.

5. ADOPTION OF THE AGENDA

The following agenda was adopted without amendments.

- Opening remarks by Chairperson
- Adoption of the agenda
- UPU Key thematic issues
 - o **Governance issues:**
 - Reform of the Union;
 - Long-term financial viability of the Union (proposed alternative contribution model);
 - Long-term sustainability of the Union's Provident Scheme;
 - o **Operational issues:**
 - Update on Integrated Product Plan
 - Update on Integrated Remuneration Plan
 - The Proposed Remuneration E-format items (small packets)
- Support for Côte d'Ivoire to host the Ordinary 27th UPU Congress in 2020
- PAPU 40th Anniversary Celebration
- Date and venue of next meeting
- Adoption of meeting report
- Closing

6. GOVERNANCE ISSUES

Members of the Committee took note of the update on the issues mentioned on this item, in particular the Reform of the Union, the Long-term financial viability of the Union (proposed alternative contribution model) and the long-term sustainability of the Union's Provident Scheme as approved by the UPU Extraordinary Congress held in Addis Ababa, Ethiopia in September, 2019.

On UPU reform, members agreed on improvements made on enhancing UPU's efficiency, as well as its role and relevance. There was agreement on changes to election procedures at UPU's operational body - the Postal Operations Council (POC) – which will simplify the election process, and provide improved regional representation.

Concerning UPU contributions, member countries agreed on a landmark decision to reduce the contributions provided by Small Island Developing States (SIDS). These countries are some of the most disadvantaged of all UPU member countries and have faced struggles to pay UPU contributions. Reform of the overall contribution system was carried over to the 2020 Congress.

Regarding Long-term sustainability of the Union's Provident Scheme, Agreement on the pension fund will also allow UPU to move to a more sustainable future.

At the end of the presentation, the Committee suggests that the General Secretariat of PAPU coordinate the distribution of the four new seats obtained by Africa as part of the reform of the Union. The General Secretariat was requested particularly to take steps to reach consensus at the African level.

Recommendation

The ASC is inviting the Council to take note of this update.

7. OPERATIONAL ISSUES

The ASC was updated on the various decisions related to the Integrated Product Plan, the Integrated Remuneration Plan and the Proposed Remuneration E-format items (small packets) as follows:

7.1 Integrated Product Plan

As you may recall, the 27th Congress approved the Integrated Remuneration Plan (IRP) and its various elements in Istanbul, 2016. Furthermore, the updated IPP proposal of a general nature was approved by Congress vide Resolution C 5/2018 instructing POC to continue work on implementation of revised IPP and submit an updated version to 27th Congress in 2020. Proposals regarding the following services were not approved and will therefore be reviewed for submission to the 2020 congress: Tracked delivery as a mandatory service, advice of delivery, delivery to the addressee in person, COD (cash on delivery), cumbersome for parcel post and delivery free of charges.

7.2 Integrated Remuneration Plan

Istanbul Congress approved resolution C24/2016 in line with Istanbul Business Plan (IBP). Current remuneration rates for all products except the value added products did not change for the remainder of the Istanbul cycle. A surcharge of 0.5 SDR was added to registered and insured items. Mandatory tracked delivery service and resultant remuneration was not approved. Remuneration for small packets as proposed by USA was not approved. The Congress adopted the IRP and continuation of work and studies on development of Integrated Remuneration Systems (IRS) after Extraordinary Congress as well as development of proposals for IRS to be submitted to the 2020 Congress.

7.3 Remuneration E-format items (small packets)

It was noted that the United States of America submitted notice to withdraw her membership from the UPU. CA therefore decided to expedite the review of the rates for E-format items containing goods (small

packets) with a view to amending the provisions of the Convention and its Regulations before 2020 Congress. POC Remuneration Integration Group (RIG) as well as CA Expert Team on Remuneration (ETR) met in January and February 2019 to discuss five (5) remuneration options for small packets. The February meetings narrowed the options to two (options A and B). During POC.1 2019, Japan and France came up with a compromise proposal (option C). The Secretariat briefed the Committee on the three options under consideration.

It was stressed that members should agree on a common position on remuneration of small packets that will yield positive results for all in the long run and that Africa should remain united for her voice to be heard. The committee was informed that an Ad Hoc Remuneration group comprising Algeria, Cote d'Ivoire, Egypt, Guinea Republic, Kenya, Nigeria, Malawi, Senegal, South Africa, Tanzania, Tunisia, Uganda, and Zimbabwe was constituted by the Operations and Technology Committee to analyze the three options and submit all proposals deemed necessary to ASC in order to define a common African strategy before the Extra - Ordinary Congress to be held in September in Geneva, Switzerland. The group will be chaired by Egypt.

8. SUPPORT FOR CÔTE D'IVOIRE TO HOST THE ORDINARY 27TH UPU CONGRESS IN 2020

The Côte d'Ivoire delegation briefed the meeting on the preparations so far and emphasized on the need for member countries to mobilize participation and proposed to make the event memorable and colorful with display of African cultures, showcase tourism, business activities etc. in Côte d'Ivoire.

A report of the meeting organized by the ASC in Conakry on behalf of the West Africa sub region, was presented by Guinea, Vice-Chairman of the ASC.

1. To recommend the organization of ASC meetings at the level of African sub-regions, like that organized by Guinea in its capacity as the Vice-Chairman in its sub-region. These meetings will serve to define as soon as possible and before the next extraordinary congress, the nature of the support that will be granted to Côte d'Ivoire,
2. To base on the recommendation and proposals from the meeting held in Conakry at the level of others region. Any request for support should be made to Mali and/or Ghana as well as Tunisia.
3. Recommend participation at the highest level at the opening ceremony of the Congress. In this regard, the representative of Côte d'Ivoire informed the ASC that an invitation from the Ivorian President will be sent to his African counterparts as soon as possible;

Recommendations

The ASC recommended that PAPU Secretary General should take advantage of the coincidence of this anniversary with the holding of the 27th UPU Congress in Africa.

- Secretariat should inform member countries to make contributions towards subjects on developing the postal sector during the next Congress in 2020;
- Communication efforts will have to be made to promote this African event ;

- Reinforce participation of the leadership such as the Heads of State, Ministers and others;
- Members who may not attend the Congress are urged to pass on the power of voting through proxies to their neighbors; and
- The Host may plan cultural and historical exhibitions on the great heritage of their countries.

9. PAPU 40TH ANNIVERSARY CELEBRATION

The members of the Committee were informed about the organization on January 18, 2020 of the celebration of PAPU's 40th anniversary.

The 40th anniversary of PAPU will coincide with the organization of the 27th UPU congress in Abidjan. The PAPU General Secretariat should use this opportunity to promote this global postal event.

The PAPU 40th anniversary celebrations that are planned for January, 2020 will focus on business networking and partnership building on the regional and international scale.

Specifically, the proposed activities to ensure successful marking of the anniversary are follows:

- Organization of Forum on postal development: The post in the digital economy;
- Production of a commemorative book re-tracing the 40 years and 40th Anniversary Stamp by Members States;
- Philatelic Exhibition;
- Official Launching of the PAPU House;
- Fundraising for PAPU House;
- Consultation meetings on UPU Congress thematic issues;
- Sport activities;
- Tribute to those who have marked the history of the postal sector in Africa through honors;
- A letter writing competition;
- Etc.

Recommendations

The ASC wishes the active participation of all Member States in this ceremony by:

- Sending their representatives to Arusha to be part of the event ;

- Participating in the preparation of the commemorative book of 40 years of the African postal sector;
- Publicizing the celebration in the local media;
- Etc.

10. DATE AND VENUE OF THE NEXT MEETING

Next meeting will be held in Geneva, Switzerland just before the 3rd UPU Extra ordinary Congress.

11. ADOPTION OF THE REPORT

The report was adopted with some amendments.

12.CLOSING OF THE MEETING

The Chairman thanked the members for the fruitful deliberations and closed the meeting.

Signed

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Chairman:
Tunisia

.....
Rapporteur: Amadou
PAPU Secretariat



Original: English

REPORT OF THE FINANCE AND ADMINISTRATION COMMITTEE (FAC) MEETING HELD FROM 12TH TO 13TH JUNE 2019 AT HOTEL SOPITEL SILMANDE IN OUGADOUGOU, BURKINA FASO

1. PARTICIPATION

- 1.1. **PRESENT AS MEMBERS:** Cameroon, Chad, Egypt, Ghana, Kenya, Mali, Senegal, Uganda, and Zimbabwe.
- 1.2. **IN ATTENDANCE:** Algeria, Burkina Faso, Côte d'Ivoire, Mozambique, Tanzania and Tunisia
- 1.3. **ABSENT:** Burundi, Democratic Republic of Congo, and Zambia
- 1.4. **RAPPORTEUR:** PAPU Secretariat

The list of participants is attached as annex 1.

2. OPENING REMARKS OF THE CHAIRMAN

In his opening remarks, Mr. Adama DIOUF of Senegal and Chairman of the committee thanked Burkina Faso for the hospitality extended to all the delegates since arrival at Ouagadougou. He also expressed his appreciation to the Postal Authorities of the host country as well as all the delegates for their attendance. He noted that there have been improvements since the first meeting of the Committee that was held in Dakar and in all subsequent meetings at Nairobi and Algiers. He was very hopeful that this meeting will equally record more success. He reiterated the two key mandates of the Committee which focuses on both the financial and the human resources of the Union. These he identified as the most important key success factors for any organization.

3. ADOPTION OF THE AGENDA

The following draft agenda was adopted as presented by the General Secretariat without amendment:

- i. Opening remarks of the Chairperson.
- ii. Adoption of the agenda and work programme.

- iii. Review of the report of previous meeting and status of implementation of Administrative Council decisions, resolutions and recommendations.
- iv. Financial Implications of implementing the 5th Extra-Ordinary Plenipotentiary Conference decision adopting the Convention & Detailed Regulations of the Convention of PAPU and other related matters.
- v. Update on the Construction of PAPU House building and other related matters.
- vi. Consideration of the report of the Task Force on the recovery of outstanding financial contributions of Member States by Egypt
- vii. External Auditor's report on the financial statements of the Union for the period ended 31st May 2018
- viii. Interim financial statements of the Union for the period 1st June 2018 to 31st May 2019
- ix. Financial Challenges impeding smooth implementation of the approved annual budgets and the way forward
- x. Update on implementation of the recommendations on the restructuring of the General Secretariat
- xi. Draft annual budget for 2019/2020 financial year
- xii. Staff Matters report and recommendations
- xiii. Proposal for the review of the Staff Rules and Regulations of PAPU
- xiv. Any Other Business
- xv. Date and venue of the next meeting of the committee
- xvi. Adoption of the general report
- xvii. Closing

4. REVIEW OF REPORT OF THE PREVIOUS MEETING AND STATUS OF IMPLEMENTATION OF ADMINISTRATIVE COUNCIL DECISIONS, RESOLUTIONS AND RECOMMENDATIONS

The committee noted the report presented by the Secretariat and observed that the following matters have been implemented:

- a) Renewal of fixed term appointments for two non-permanent staff;
- b) Approval and circulation of the audited financial statements for 2016/2017 financial year in May 2018;
- c) Re-appointment of Ernst and Young as the External Auditor of the Union for the auditing of 2017/2018 financial year;
- d) Implementation of 2018/2019 annual budget;

- e) Commencement of the implementation of provision on outstanding Member States financial contributions
- f) Increase in PAPU equity cash contribution to the construction of PAPU House project
- g) Amendment of the Financial Regulations by the 5th Extra-ordinary Plenipotentiary Conference;
- h) Conversion of Algeria's outstanding contributions to cash donation to PAPU House project;
- i) Implementation of the External Auditor's recommendation on procurement of life insurance for PAPU staff.

The report was adopted as presented by the General Secretariat.

5. FINANCIAL IMPLICATIONS OF IMPLEMENTING THE 5TH EXTRA-ORDINARY PLENIPOTENTIARY CONFERENCE DECISION ADOPTING THE CONVENTION & DETAILED REGULATIONS OF THE CONVENTION OF PAPU AND OTHER RELATED MATTERS

The Committee deliberated on the financial implications of implementing some of the key decisions taken by the 5th Extra-ordinary Plenipotentiary Conference of the Union, held in July 2018.

On the issue of expansion of the working languages of the Union from two to five by the Plenipotentiary Conference, the Committee recommends that the General Secretariat should first send a letter to all the member states and request for the language group that they would prefer to belong to. Pending the outcome of this Consultation and the receipt of adequate support for its language group to finance the translation and interpretation of the preferred working language, the Union should continue to use English and French languages as its official languages.

On the creation of sub regional branches for PAPU, the Committee is of the opinion that extending PAPU Offices or creating branches is not desirable and cannot be sustained financially. The committee is in favour of strengthening the existing collaboration with sub regional postal organizations instead of duplicating existing functions. The Committee having considered how this proposal was made in another committee without considering its financial impact on the Union, recommends that any committee that makes a proposal that has financial implication shall submit it first to the Finance and Administration Committee for financial impact analysis before sending it to the Council or any other higher organ of the Union.

On the options of holding the Plenipotentiary Conference after the UPU Congress, the Committee is not in support of either extending the current tenure by six months until 2021 or extending the mandate of the officials and the bureau of the AC/PC that will be elected in 2020 to 2025.

On Associate Members, the committee welcomes the decision to accept public/private organizations that are engaged in activities related to postal services, or business organizations affiliated to the postal sector

as Associate Members. The committee further considered the recommendation of the General Secretariat on their mandatory annual financial contributions and resolved as follows:

- i) Organizations operating in Africa - USD 15,000 per annum
- ii) Organizations operating in other continents - USD 20,000 per annum

A draft resolution is attached as annex 2.

6. UPDATE ON THE CONSTRUCTION OF PAPU HOUSE BUILDING AND OTHER RELATED MATTERS

After agreeing with the need to ensure that the Union urgently raises additional USD 1 million as equity cash contribution to PAPU House within the current financial year, the Committee strongly appeals to all Member States to provide all the necessary support for speedy implementation of the project. In this regard, the Committee made the following suggestions:

- i) Launching of an appeal fund during the 40th Anniversary celebrations of the establishment of PAPU on 18th January 2020. Member States and Associate Member are invited and encouraged to donate generously to this fund.
- ii) Engagement with international development Agencies and Industrialized countries for donations towards the project.
- iii) That the General Secretariat engages Member States with huge arrears and offer them incentives that will enable them to contribute part of the arrears to the building fund and receive waiver for the remaining arrears;
- iv) That the Chairperson of the Plenipotentiary Conference writes to Ministers in charge of postal services and their counterparts in charge of Foreign Affairs of the indebted Member States to pay their outstanding financial contributions;

7. CONSIDERATION OF THE REPORT OF THE TASK FORCE ON THE RECOVERY OF OUTSTANDING FINANCIAL CONTRIBUTIONS OF MEMBER STATES, BY EGYPT

The committee noted with deep concern the growing amounts of outstanding contributions as presented by the General Secretariat, and called on the concerned Member States to settle their outstanding financial contributions to enable the Secretariat to plan and implement key programmes, projects and day-to-day activities of the Union.

In view of the precarious financial situation of the Union, the Committee examined the report of the Taskforce on the recovery of outstanding Financial Contribution and agreed to make the following recommendations to the Council for consideration:

- i. The Union should open negotiation with member States with huge outstanding financial arrears and give them opportunity to present their proposals on how they are going to settle these amounts.
- ii. To urge Member Countries whose outstanding financial contributions are long overdue to emulate the action that was taken by Algeria during the 37th Ordinary Session of Administrative Council and settle their outstanding financial contributions. It is envisaged that

- lump sum payment of part of the arrears may attract the waiving of the remaining outstanding contributions.
- iii. To authorise the General Secretariat to visit Member States whose outstanding financial contributions are long overdue, and engage physically with higher authorities to discuss the way forward on settling the outstanding financial contributions
 - iv. To ask member States to provide detailed contacts of the Authority or Agency that is responsible for the payment of annual financial contributions to enable the General Secretariat to send the invoices and reminders to the appropriate official. It was further discussed that the General Secretariat should communicate with both the Ministry of Foreign Affairs and the Ministry of Communications of Member States to appeal for the settlement of outstanding contributions.
 - v. During the plenary session of the forthcoming Administrative Council, the General Secretariat should meet with delegates from Member States with outstanding financial contributions and make follow-up on their payments.
 - vi. All the statutory sanctions shall be imposed on Member States whose financial contributions are overdue.
 - vii. The General Secretariat shall deliver contribution letters to Member States with outstanding arrears that are present in Burkina Faso to facilitate its personal delivery to the concerned authorities in their respective countries.
 - viii. The General Secretariat is required to prepare a list of Member States with arrears for more than 2 years and disseminate it to the Committee Members.

8. EXTERNAL AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS OF THE UNION FOR THE PERIOD ENDED 31ST MAY 2018

The committee noted the report of the external Auditor and the various actions already taken by the General Secretariat to address some of the observations made in the management letter. The Committee considered and resolved to recommend the following draft decisions for consideration and approval by the Administrative Council:

- i) approval of the accounts of the Union for 2017/2018 financial year (annex 3);
- ii) appointment of the External Auditor (annex 4).

9. INTERIM FINANCIAL STATEMENTS OF THE UNION FOR THE PERIOD 1ST JUNE 2018 TO 31ST MAY 2019

The committee noted the report and observed that there is an interim unaudited operating deficit amounting to USD 28,000 as at 31st May 2019, which is due mainly to the increase in provision on outstanding financial contributions. This result however, represents a significant improvement on the USD 2,614,991 deficit recorded during the previous financial year. However, it was equally noted that the huge deficit for the 2017/2018 financial year was due to the commencement of the implementation of the new policy on provision on outstanding financial contributions for the first time which resulted into a total provision of USD 2,833,373.

10. FINANCIAL CHALLENGES IMPEDING SMOOTH IMPLEMENTATION OF THE APPROVED ANNUAL BUDGETS AND THE WAY FORWARD

The Committee recognized the need for the Union to function optimally with all the financial resources required to implement the approved programmes and activities including the cost of running the General Secretariat. In this regard, the committee examined the various options for ameliorating the financial situation in view of the need to ensure the commencement and completion of the PAPU House building. Some of the options include suspension of election of the Assistant Secretary General, adopting austerity measures to enable the election of an Assistant Secretary General, and increase in Member States annual mandatory financial contributions.

The committee examined all the options and noted that the Committee does not have the mandate to decide on the suspension of election of the ASG. Moreover, an increase in the Member States mandatory annual contributions is not desirable given that it may lead to more Members defaulting on the payment of their contributions.

After extensive deliberations the Committee agreed by consensus to recommend as follows:

- i. Conduct an audit of the various positions in the organization, focusing on how they contribute to creating financial constraints on the Union, and propose appropriate solutions in this regard as well as on the management of human resources of the Union;
- ii. Request the Policy, Strategy and Governance Committee to look at the statutory functions of the Assistant Secretary General and highlight the legal implication of suspending this position;
- iii. To step up efforts towards recovery of outstanding financial contributions.

11. UPDATE ON IMPLEMENTATION OF THE RECOMMENDATIONS ON THE RESTRUCTURING OF THE GENERAL SECRETARIAT

On the issue of filling of vacant positions, the committee examined the two alternatives presented by the General Secretariat namely to recruit new staff to fill the vacant position of the Head of Executive Office in charge of Communication, Strategy and Cooperation or to promote a serving and competent staff to function in the same position. The committee noted that the promotion option will not impose more financial constraints on the Union. However, in line with good governance practice, the Committee agreed by consensus that it will be more appropriate for the new leadership that will be elected in 2020 to handle this exercise in line with the next global strategy that must of necessity be aligned to the organization structure. The promotion exercise shall comply with the requirement of having regional balance and must not create another vacant position.

12.DRAFT ANNUAL BUDGET FOR 2019/2020 FINANCIAL YEAR

The Committee examined all the budgeted items and observed that there is upward increase of Travel on official mission as well as on the budget for Communications. The committee accepted the justification for increase on the communication budget which is due to the new DotAfrica domain name. However, the Committee noted the Secretariat's explanation that there are significant increases in the activities that take place during the Plenipotentiary Conference/UPU Congress year. The Committee by consensus agreed to reduce the Travel on official mission from USD 113,693 to USD 90,000 only. If eventually achieved, the resultant savings can be channeled into the PAPU House project.

Accordingly, the Committee recommends the following for the consideration of the Council:

- i. Recommends for adoption USD 1,855,037 instead of the USD 1,878,830 proposed by the General Secretariat;
- ii. To restrict travel on official mission to a maximum of USD 90,000 only and ensure that all official missions have positive impact on the core objectives of the Union;
- iii. That the General Secretariat indicates clearly programmes/projects financed with African Union grant and other external sources;
- iv. The General Secretariat re-prioritizes the budget to ensure that the key programmes are duly implemented;
- v. Request the General Secretariat to provide a schedule of planned official missions, specifying the countries to be visited, costs and expected outcomes;
- vi. Provide details on the source of financing for events jointly organized with other partners.

A draft decision on the approval of the Budget of the Union for the 2019/2020 Financial Year is attached as annex 5.

13. STAFF MATTERS REPORT AND RECOMMENDATIONS

The Committee noted and appreciated the way the report was lucidly and comprehensively presented. However, the Committee urged the General Secretariat to endeavor to achieve both regional and gender balance in all future recruitments/appointments.

The Committee examined the proposal for the renewal of fixed-term appointments and adopted the decision for the renewal of the fixed term appointments for the Accounts Officer and the Translator/Interpreter (French/English). The draft decision in annex 6 is recommended to the Council for further consideration and approval.

14. PROPOSAL FOR THE REVIEW OF THE STAFF RULES AND REGULATIONS OF PAPU

The Committee examined all the articles presented for amendment and adopted the proposed amendments to the Staff Rules and Regulations, excluding the extension of the retirement age that was

instead increased to 62 in line with the AU retirement age rather than 65, as initially proposed (cf. the table of adopted proposals attached to the draft decision contained in annex 7).

It was further noted that as much as it is appropriate to recommend disciplinary sanctions for erring elected Officials, this exercise cannot be done without first amending the Detailed Regulations of the Convention. In this regard, the Committee was unable to propose any amendment to Rules 56 and 57 of the Staff Rules and Regulations.

15. ANY OTHER BUSINESS

There was no suggestion for any issue to be discussed as any other business.

16. DATE AND VENUE OF THE NEXT MEETING OF THE COMMITTEE

The Committee was informed that the next meeting will be held at the same venue as the 39th Ordinary Session of the Administrative Council and the 10th Ordinary Plenipotentiary Conference as confirmed by Zimbabwe. The exact date of the meeting shall be agreed on by the host country and the General Secretariat after consultation.

17. ADOPTION OF THE GENERAL REPORT

The Committee report and the following draft resolutions and decisions that were adopted during the session, are hereby submitted to the Administrative Council for consideration and approval.

17.1. Decisions/Resolution

17.1.1. On Establishment of annual mandatory financial contributions for Associate Members

17.1.2. On the approval of the Accounts of the Pan African Postal Union for the 2017/2018 financial year

17.1.3. On Appointment of the External Auditor

17.1.4. On implementation of the Administrative Council decision on restructuring of the General Secretariat

17.1.5. On the approval of the Budget of the Union for the 2019/2020 Financial Year

17.1.6. On renewal of fixed term appointments

17.1.7. On amending the Staff Rules and Regulations of the Pan African Postal Union (PAPU).

18. CLOSING

In his closing remarks, the Chairman thanked all the participants for their effective participation in the discussions and decisions/resolution proposed by the Committee. He expressed deep pleasure in being given the opportunity to preside for the fourth time over the meeting of the committee which continues to record more improvements with each passing session throughout the current cycle. He reiterated the persistent financial challenges facing the Union and is very hopeful that with good collaboration and commitment to prompt payment of annual financial contributions, the Union will successfully deliver on its mandate as a foremost continental postal organization. To conclude his closing remarks, he thanked the host country, Burkina Faso, for their hospitality, wished all the participants safe journey back to their respective home countries and closed the meeting accordingly.

Chairman
Adama Diouf
Senegal

Rapporteur
Mike Onyewee
PAPU Secretariat

UPU REGIONAL STRATEGY FORUM FOR AFRICA 2019
“KEY TAKE AWAYS”
(14-15 JUNE, 2019, OUAGADOUGOU, BURKINA FASO)
KEY INPUTS INTO POSTAL VISION 2030

Governments should decrease gaps in postal development through increased investments and focused policies, and promote various ways to utilize the postal network for socio-economic development			
Need to clearly define expectations from the postal sector	Promote the postal sector as a key vehicle of socio-economic development (financial inclusion, job creation, etc.) and the achievement of regional and international objectives (UN SDGs)	Use the postal sector as a platform to implement governmental policies and distribute public services, e.g. one-stop counter for (digital) citizen services	Recognize the unique role of the postal sector as the uniting element for infrastructure, bringing together all new and traditional actors of supply chain, finance, etc., to ecommerce
Make the right means available for it to happen. Not only subsidies, but also market reserves and sectorial policies			
Regulators should harmonize and enhance the sector’s regulatory framework			
The regulatory fundamentals remain unchanged, as a policy advisor, a protector of consumers and a market organizer (e.g. licensing framework, managing interconnection)	Avoid regulatory silos	Develop a new definition of universal service depending on needs of citizens and through a collective approach	Consider giving external actors licenses to invest in the sector provided they follow the government’s priorities
	Consider regulatory collaboration between authorities from different sectors (promote “convergent regulation”)		
Telecommunications and posts face the same types of challenges	Consider including stakeholders such as central banks in regulating certain activities of postal operators e.g. financial services	When thinking about the USO, one should not only think about geographical coverage; funding should also be taken into account e.g. creation of a Universal Service Fund	Ensure greater investments in economics and predictability research
Operators should seek to enhance their performance by implementing diversified strategies and operational improvements			
Ensure training of postal staff to adjust to digitalization	Consider seeking growth through ecommerce instead of aiming only for survival	Postal operators should also think about how to grow by themselves, and not only expect support from governments	Some postal routes do not seem to make sense (intra-African mail exchange going first to Europe before returning
Embrace the	Postal operators should	Work closely with	

technologies of the fourth industrial revolution (artificial intelligence, robotics, etc.)	benchmark their operations with other market participants and explore partnerships	governments and demonstrate Rolto become part of national strategies for citizen services	
Other stakeholders from the private sector and public institutions should pursue integration into the sector by engaging with traditional stakeholders, and vice-versa. This means opening up the market, fostering partnerships and enhancing the role of the UPU			
Consider allowing the private sector to intervene, including for universal service	Agreement on integrating all stakeholders into the sector, and hence the UPU	Open up the UPU with certain conditions, ensure that all market players follow the same rules and ensure compliance	Develop win-win partnerships with business partners, and address the main challenge of pace of change instead of competition
As the experience of the telecommunications sector shows, opening up the sector can be a solution to the problem	Infrastructure partners could invest in the postal sector		

KEY INPUTS INTO STRATEGIC PILLARS FOR 2021-2024

Strengthen the UPU's mandate as the foremost forum for postal sector stakeholders	Reinforce the UPU's role as a provider of affordable technical solutions for postal sector stakeholders	Enable the UPU to become the prime knowledge Centre of the postal sector
Organization of events and meetings of technical working groups	Consulting and capacity building	Research and insights on market trends
Treaties and international agreements	IT solutions	Focused analysis on various topical issues
Settlement mechanisms	Standards	Data storage and protection

WRAP-UP

Commitment to Postal Vision 2030 & Strategic Pillars for 2021-2024	Commitment to transforming the postal sector as a vector of socio-economic development, thanks to new policies, regulations & investments	Ideas for boosting the role of the UPU as an organization that helps all the stakeholders in defining the policies and implementing them
Consider finding new approaches to respond to major issues faced by the sector (e.g. convergent and collaborative regulations between sectors)	Consider options for opening up the sector and working with private operators	

**DECLARATION OF THE 3RD POSTAL REGULATORS FORUM
OUAGADOUGOU, 18TH JUNE 2019**

The 3rd Postal Regulators Forum took place on 18th June 2019 in Ouagadougou (Burkina Faso) on the sidelines of the 38th Ordinary Session of the PAPU Administrative Council.

The Forum took note of the fact that:

- Owing to the need to create an enabling environment for postal market growth through fair competition and for the satisfaction of one of the basic needs of Africa's citizens, the Executive Council of the African Union passed Decision No. EX.CL/Dec.435 (XIII) to endorse the declaration of the Conference of Ministers in charge of Communications and ICTs on sustainable development of Africa's postal sector and establishment of a regulatory body in each of their respective countries;
- At the request of several Member States, the 9th Plenipotentiary Conference of PAPU had decided to include a Regulators Forum in its Plan of Action.
- On the recommendation of the Postal Regulators Forum, the 36th Ordinary Session of the Administrative Council adopted Resolution No. 18/PAPU/AC/XXXVII/2017 on postal regulation to introduce an annual Postal Regulators Forum to held on the sidelines of the Administrative Council and prepare postal regulation guidelines for the continent, drawn from current sub-regional models.

Participants listened with keen interest to presentations on:

- Consumer protection mechanisms;
- Consumer consultation mechanisms;
- Sharing of experiences and best practices by the panelists.

At the conclusion of deliberations, participants urged:

1. Member States to ensure that:

1.1 Postal operators establish:

- Internal complaints policies and processes to ease interactions between them and consumers;

1.2 Regulatory authorities establish:

- Effective services to cater for consumer complaints,

- Accessible, simplified, free and fair policies and processes for timely consumer complaints management,
 - Mechanisms for consultation with consumer rights organizations,
 - Mechanisms for co-regulation with other sector regulatory organs, including the personal data protection and financial services authorities;
2. Regulatory Authorities to ensure capacity building of consumer associations;
 3. Consumer rights organizations to specialize in postal activities to enhance efficiency in dealing with consumer complaints;
 4. The PAPU General Secretariat Fast-tracks the process to enact the African Postal Guidelines, which will equally provide for consumer rights protection.

The Forum conveys its sincere appreciation to:

1. The Burkinabe authorities through the Ministry in charge of the Digital Economy and Posts, the Regulator (ARCEP) and the National Postal Corporation of Burkina Faso, for the generous hospitality and successful organization of the meeting;
2. The Secretary General of PAPU for choosing a highly topical theme and seasoned keynote speakers for this 3rd edition;
3. The Director General and Deputy Director General of the UPU for their unwavering commitment to the development of postal services in Africa as demonstrated, once more, by their presence.

Done in Ouagadougou, Burkina Faso, on 18th June 2018

Annex 9

No.	INSTRUMENT	TITLE
1.	Decision No.01/PAPU/AC/XXXVIII/2019	On approval of the Programme of Activities of the Pan African Postal Union for the 2019/2020 financial year
2.	Decision No.02/PAPU/AC/XXXVIII/2019	On the approval of the Accounts of the Pan African Postal Union for the 2017/2018 financial year
3.	Decision No.03/PAPU/AC/XXXVIII/2019	On Appointment of the External Auditor
4.	Decision No.04/PAPU/AC/XXXVIII/2019	On the approval of the Budget of the Union for the 2019/2020 Financial Year
5.	Decision N°05/PAPU/AC/XXXVIII/2019	On renewal of fixed-term appointments
6.	Decision N°06/PAPU/AC/XXXVIII/2019	Amending the Staff Rules and Regulations of the Pan African Postal Union (PAPU)
7.	Decision No.07/PAPU/AC/XXXVIII/2019	On implementation of the Administrative Council decision on restructuring of the General Secretariat
8.	Resolution No.01/PAPU/AC/XXXVIII/2019	On adoption of the annual activity report of Secretary General for 2018-2019
9.	Resolution No.02/PAPU/AC/XXXVIII/2019	On reconstitution of PAPU/AFRAA Contact Committee
10.	Resolution No.03/PAPU/AC/XXXVIII/2019	On the establishment of an ad hoc group on UPU Remuneration issue
11.	Resolution No.04/PAPU/AC/XXXVIII/2019	On implementation of Financial Inclusion Projects
12.	Resolution No.05/PAPU/AC/XXXVIII/2019	On E-services development in Africa
13.	Resolution No.06/PAPU/AC/XXXVIII/2019	On the establishment of an African Postal CEO Forum
14.	Resolution No.07/PAPU/AC/XXXVIII/2019	On development of a secure system for protecting, accessing and consulting PAPU online information/documents
15.	Resolution No.08/PAPU/AC/XXXVIII/2019	On the celebration of PAPU's 40 th anniversary
16.	Resolution No.09/PAPU/AC/XXXVIII/2019	On the African Postal Guidelines
17.	Resolution No.10/PAPU/AC/XXXVIII/2019	On postal regulation
18.	Resolution No.11/PAPU/AC/XXXVIII/2019	On Establishment of annual mandatory financial contributions for Associate Members

**DECISIONS, RESOLUTIONS AND RECOMMENDATIONS OF THE 38TH ORDINARY SESSION OF
THE ADMINISTRATIVE COUNCIL**

Original: English

Decision No.01/PAPU/AC/XXXVIII/2019

On approval of the Programme of Activities of the Pan African Postal Union for the 2019/2020 financial year

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session from 17th to 19th June 2019 in Ouagadougou, Burkina Faso;

Mindful of Articles 12(2) of the Convention, 5(2-3) of the Detailed Regulations of the Convention and Regulation 10(1) of the Financial Regulations of the Union;

Mindful of the Strategic Plan 2017-2020;

Having reviewed the draft programme of activities for the 2019/2020 financial year submitted by the General Secretariat;

HEREBY DECIDES AS FOLLOWS:

Approves the annual programme of activities for the 2019/2019 financial year as set out in the Annex hereto;

INSTRUCTS:

The Secretary General to ensure implementation of the approved activities taking into account the vision, mission and strategic objectives of the Union;

Done in Ouagadougou, Burkina Faso, on 19th June 2019

PAPU PROGRAMME OF ACTION FOR 2019-2020

Priority (Levels 1 & 2 of RDP)	Activity	Aims	Expected outcomes	Target group	Key performance indicators(KPIs)	Cost estimate (USD)	Source of funding	Period
P1	UPU workshop on quality management certification	<ul style="list-style-type: none"> Updating knowledge on quality management measurement system and improving quality of service processes Training of certification auditors 	Certification of quality management processes and quality improvement	<ul style="list-style-type: none"> Quality of Service Managers Mail Operations managers 	Number of countries certified by end of the quadrennial cycle	54,750	AUC & PAPU	Q3 2019
P1	Sensitization workshop on the AUC study report for the establishment of	<ul style="list-style-type: none"> Consider the findings of the study report. Discuss with 	<ul style="list-style-type: none"> Make recommendations and proposals on the role of the 	<ul style="list-style-type: none"> Ministries, regulators, trade development officials, DO 	<ul style="list-style-type: none"> Number of countries implementing ECOMPRO, thereby 	54,750	AUC & PAPU	Q2 2020

	<p>e-commerce platforms in Africa</p>	<p>participants on ways and means of removing barriers to cross-border e-commerce, including by simplifying postal produces and services, developing support infrastructure, modernizing operational processes for postal, customs and transport services.</p> <ul style="list-style-type: none"> • Build the capacities of designated operators (DOs) to develop an effectively integrated postal network 	<p>post in e-commerce</p> <p>Harmonize and simplify transit formalities, documentation and regulations in the postal value chain with the aim of fostering intra-African trade</p>	<p>operation managers</p> <p>Postal Regulators</p>	<p>coordinating and fast-tracking e-commerce development by the post and fostering cross border trade</p> <ul style="list-style-type: none"> • Number of countries with integrated postal products that cater for the needs of customers in line with UPU requirements 			
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		<p>offering products and services that cater for the needs of modern customers who are in quest of easy, affordable, safe, secure and reliable access to high quality postal services that meet international standards.</p> <ul style="list-style-type: none">• Ensure the development of knowledge and sharing of best practices in fostering import/export activities carried out						
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		<p>by MSMEs through the postal network, especially at this time of persistent stagnation on European and North American markets.</p> <ul style="list-style-type: none">• Develop a thorough understanding of the Continental Free Trade Area Agreement and establish the link with the post playing its role as a key stakeholder in the regional integration initiatives envisaged in the AU's Agenda 2063.						
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P1, 2 & 3	Field missions to support member states on identified areas of need including addressing, e-services, operations at international mail hubs, conceptualization and development of regional projects, etc.	<ul style="list-style-type: none"> • Capacity building; • Quality of service improvement; • Benchmarking on best practices. 	<ul style="list-style-type: none"> • Improved delivery standards; • Upgrading of skills 	<ul style="list-style-type: none"> • Key staff in service value chain • Member States 	<ul style="list-style-type: none"> • Number of countries visited • Countries that have implemented relevant programmes • Number of missions and studies successfully carried out 	17,950	PAPU	Twice yearly 2019-2020
	Celebration of 40th anniversary of the Pan African Postal Union	<p>Discussions on postal matters in Africa and worldwide</p> <p>High-level forum on the post in the digital economy</p>	<ul style="list-style-type: none"> - Showcase PAPU to give it more prominence - Provide a platform for future interaction 	<ul style="list-style-type: none"> - PAPU; - PAPU host country; - PAPU Member States; - AUC; 	<p>Number of countries represented at the ceremony;</p> <p>Number of partners</p>	See Mike	<p>PAPU 2019/2020 budget</p> <p>Contribution from PAPU host country</p> <p>Contributions</p>	Q1 2020

		<p>Three-day philatelic exhibition</p> <p>Presentation of special commemorative publication</p> <p>Discussions among key decision-makers, operators, stakeholders and partners of the post on the African and global stages</p> <p>Etc...</p>	<p>between stakeholders</p> <ul style="list-style-type: none"> - Foster support for PAPU activities - Build awareness of the benefits of national addressing systems and their impact on service quality - Ensure access to postal services for all segments of the population 	<ul style="list-style-type: none"> - UPU; - Regional Economic Communities ; - Sub-regional postal organizations ; - PAPU partners. 	<p>represented at the ceremony;</p> <p>Number of countries that have made progress in innovation, addressing and service quality;</p> <p>Number of cooperation agreements signed with partners;</p>		<p>from Member States and Associate Members Contributions from sponsors</p>	
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Decision No.02/PAPU/AC/XXXVIII/2019

On the approval of the Accounts of the Pan African Postal Union for the 2017/2018 financial year

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17-19 June, 2019;

Pursuant to Article 12 paragraph 2 of the Convention of the Pan African Postal Union (PAPU), Article 5 paragraph 5 of the Detailed Regulations of the Convention and Rule 39 of the Financial Regulations of the Union;

Having examined the financial statements of the Union for the year ended 31st May 2018, and the opinion of the External Auditor on the accounts for the same period;

Having been further considered and recommended for approval by the Finance and Administration Committee of the Union;

Mandated by Regulation 39 paragraph 8 of the Financial Regulations of the Union;

DECIDES AS FOLLOWS:

To approve the audited financial statements of the Union for 2017/2018 financial year;

Done in Ouagadougou, Burkina Faso on 19th June, 2019

Decision No.03/PAPU/AC/XXXVIII/2019

On Appointment of the External Auditor

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17th-19th June, 2019;

Pursuant to Article 12 paragraph 2 of the Convention of the Union; Article 5 paragraph 5 of the Detailed Regulations of the Convention and Article 39, paragraph 1 of the Financial Regulations of the Union;

Aware that the one year tenure of the current external auditors, **Ernst & Young** will expire after the conclusion of the 2017/2018 financial year audit;

Cognizant of the provision of Rule 39 paragraph 1 of the Financial Regulations of the Union which stipulates that the mandate of the External Auditors shall run for one year renewable;

Recognizing the need for continuous independent auditing of the efficiency of procedures, the accounting system, the internal financial controls and, in general, the administration and management of the Union;

Noting that Ernst & Young has expressed interest to continue as the external auditors of the Union;

DECIDES AS FOLLOWS:

To re-appoint Ernst & Young as the External Auditor of the Union at an annual fee of USD 10,400 for the auditing of the 2018/2019 financial year

Done in Ouagadougou, Burkina Faso on 19th June 2019

Decision No.04/PAPU/AC/XXXVIII/2019

On the approval of the Budget of the Union for the 2019/2020 Financial Year

The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 38th Ordinary Session in Ouagadougou, Burkina Faso from 17-19 June, 2019;

Cognizant of the budget ceiling, totaling USD 1,901,559 approved by the Plenipotentiary Conference for 2019/2020 financial year of the Union;

Pursuant to Article 13 and 14 of the Convention of the Pan African Postal Union (PAPU), Article 5, paragraphs 1 to 4 of the Detailed Regulations of the Convention as well as Regulation 10, paragraphs 1 and 2 of the Financial Regulations of the Union;

Having considered the Budget and scale of assessment of contributions for the 2018/2019 financial year;

Recognizing the need for effective implementation of the remaining activities approved by the 9th Ordinary Session of the Plenipotentiary Conference of PAPU and the Resolutions of the Istanbul World Postal Strategy;

Having examined the recommendation of the Finance and Administration Committee on the annual budget proposed by the General Secretariat;

DECIDES AS FOLLOWS:

- i. To approve **USD 1,855,037** only being the total annual budget of the Union for 2019/2020 financial year on the prevailing scale of assessment for the current quadrennial cycle;
- ii. To retain and use the same scale of contribution.

INSTRUCTS:

The Secretary General to re-prioritise and ensure prudent implementation of all the approved programmes and activities for the year

Done in Ouagadougou, Burkina Faso on 19th June, 2019

Decision No.05/PAPU/AC/XXXVIII/2019

On renewal of fixed-term appointments

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17-19 June, 2019;

Considering the approved Organization structure of the General Secretariat of PAPU;

Recognizing the need to ensure retention of qualified staff on a regular and continuing basis;

Aware that fixed term appointments that were granted to certain staff of the General Secretariat require the approval of the Council to facilitate their renewals;

Having examined the proposal of the Secretary General of PAPU as well as the recommendation of the Finance and Administration Committee;

Mandated by Rule 17 paragraph 1 of the Staff Rules and Regulations of PAPU which stipulates that all contracts for renewal of fixed term positions shall be subject to review by the Administrative Council on the recommendation of the Secretary General;

Noting that the requested renewals will be due before the next session of the Administrative Council;

Approves in principle, the renewal of the following appointments subject to satisfactory performance and conduct appraisal report:

1. Renewal of the fixed term appointment of Mr. Yonna Fred Singogo as the Accounts Officer of the Union, for one year from 5th January 2020 to 4th January 2021
2. Renewal of the fixed term appointment of Mr. Jude Ferdinand ASU TARH as the Translator/Interpreter (French to English) for one year from 6th January 2020 to 5th January 2021;

Done in Ouagadougou, Burkina Faso, on 19th June 2019

Decision No.06/PAPU/AC/XXXVIII/2019

Amending the Staff Rules and Regulations of the Pan African Postal Union (PAPU)

The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019;

Considering Rule 89 of the Staff Rules and Regulations;

Cognizant of the fact that the amendments of the Staff Rules and Regulations of the Union have been devolved to the Administrative Council;

Taking into account the definition of “**staff**” by the Plenipotentiary Conference in the Financial Regulations of the Union;

Desirous of harmonizing the amendments approved by the Plenipotentiary Conference in the Financial Regulations with the Staff Rules and Regulations that was adopted by the Council;

Having examined the proposed amendments to the Staff Rules and regulations;

Persuaded that the proposed amendments should be aligned and improve on the Staff Rules and Regulations;

HEREBY DECIDES AS FOLLOWS:

Adopts the amendments to the Staff Rules and regulations as annexed hereto;

INSTRUCTS

The General Secretariat to implement this Decision accordingly

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

S/n	Rules	Present Rule	Proposed amendment	Justification
1.	Definitions Rule 1	“Dependent spouse” means a person lawfully married to a member of staff who is not engaged in any remunerated activity.	"Dependent spouse" means a person lawfully married to s staff member who is not engaged in a remunerated activity <u>or whose remuneration in paid employment is not more than USD 500 per month</u>	Harmonization with African Union Staff Regulations and Rules
		“Employee”, also known as “member of staff”, means a person employed by PAPU.	“Employee”, also known as “member of staff”, means a person employed by PAPU <u>in any of the category defined as staff member.</u>	Amendment is required to avoid multiple and conflicting interpretation based on pecuniary interest
		“Home country/country of origin” means the capital city of the country of the Member of staff.	"Home country/country of origin" means the capital city of the country of the Member of Staff <u>or any other city in the same country with International airport</u>	Proposed amendment is required to manage home leave where the capital city has no international airport
		Staff member: Any person employed by the Union, on a permanent or a temporary basis, and belonging to any of the Groups specified in Article 3 hereof;	<u>"Staff Member"</u> means a person employed by the Union as a permanent staff, <u>continuing regular), regular, fixed term or short term personnel on the basis of wages or monthly salary as provided for in the Staff Rules and Regulations</u>	The amendment is required to address issues concerning the entitlements of various categories of staff
		<i>No previous provision in the SRR but adequately defined in the Financial Regulations</i>	<u>"Continuing regular staff" shall mean staff member in the service of the Union who has</u>	To harmonize the definitions of staff in the Financial Regulations approved by the 9 th Ordinary Plenipotentiary Conference with the Staff Rules and Regulations

			<u>served the Union for more than five (5) years consecutively on a fixed term appointment.</u>	adopted by the Administrative Council
		"Non-permanent staff member" Any staff member with a fixed-term contract.	<u>"Contract staff" shall mean any employment agreement between the Union and a staff member specifying the duration and terms and condition of service.</u>	-ditto-
			<u>"Part-time staff" shall mean an employee recruited to work for less than the required eight (8) hours per working day and/or 40-hour working per week on specific agreed terms and conditions</u>	-ditto-
			<u>"Part-time staff" shall mean an employee recruited to work for less than the required eight (8) hours per working day and/or 40-hour working per week on</u>	-ditto-

			<u>specific agreed terms and conditions</u>	
			<u>"Short time staff" shall mean an employee recruited to meet increased workloads or for relief services for a period not exceeding six months</u>	-ditto-
			<u>"Project staff" shall mean an employee recruited to work on a specific project or pre-determined terms and conditions of service and for a period not exceeding the duration of the project</u>	-ditto-
		"Permanent staff member" Any staff member assigned to a permanent post, and who, upon successful completion of a fixed-term contract or probationary period, is given a permanent appointment.	<u>"Permanent staff" means a staff recruited from the Postal Organization of a member state who has been confirmed in the position after a minimum of one year or a maximum of eighteen</u>	-ditto-

			<u>months probationary period and a continuing regular staff who has been confirmed as a permanent staff</u>	
2.	Rule 16 : Fixed-term appointment	3. If the services of the fixed term member of staff are satisfactory and required, on the expiry of the appointment, his contract may be renewed on the recommendation of the Advisory Committee.	3. If the services of the fixed term member of staff are satisfactory and required, on the expiry of the appointment, his contract may be <u>further renewed for a period of one or two years</u> on the recommendation of the Advisory Committee.	To ensure that staff on fixed term appointment can have a longer and more secured duration of employment standards
3.	Rule 25 : Advancement within the same grade	4. Each member of staff shall be advanced to the next salary step within the same grade on the basis of assessed satisfactory performance and appraisal report after each year of continuous service.	4. Each member of staff shall be advanced to the next salary step within the same grade on the basis of assessed satisfactory performance and appraisal report after each year of continuous service <u>if he obtains 60% or more aggregate score.</u>	To establish the minimum aggregate score for qualifying for advancement
4.	Rule 26 : Promotion	3. Conditions for promotion c) The member of staff must pass a competitive test, interview or examination in conformity with the Rules.	c) The member of staff must pass a competitive test, interview or examination in conformity with the Rules <u>and obtain at least 60% aggregate score.</u>	To establish the minimum aggregate score for qualifying for promotion

5.	Rule 51 : Pension Fund	<p>1. A Pension Fund shall be established for the benefit of the staff to ensure their superannuation when they terminate their services with the Union. All permanent members of staff shall subscribe to it. Elected officials may also subscribe, in which case the Union shall convert their gratuity to pension contribution and they shall be required to top up with a proportionate amount, not less than 50%.</p> <p>Permanent staff members shall contribute 7.5% of their basic salary to the Pension Fund (hereinafter referred to as "The Fund"), while the Union shall contribute 15%. However, a staff member may decide to contribute more up to a rate capped at 22.5% of the basic salary, but the Union's contribution shall be maintained at 15%.</p>	<p>1. A Pension Fund shall be established for the benefit of the staff to ensure their superannuation when they terminate their services with the Union. All permanent members of staff shall subscribe to it. Elected officials may also subscribe, in which case the Union shall convert their gratuity to pension contribution and they shall be required to top up with a proportionate amount, not less than 50%.</p> <p>Permanent staff members shall contribute 7.5% of their basic salary to the Pension Fund (hereinafter referred to as "The Fund"), while the Union shall contribute 15%. However, a staff member may decide to contribute more up to a rate capped at 22.5% of the basic salary, but the Union's contribution shall be maintained at 15%.</p> <p><u>Fixed term and other interested staff may apply to the Secretary General for authorization elect to contribute between 7.5% and 22.5% of their basic salary to the</u></p>	<p>To take care of the interest of non permanent staff Members who are interested in participating in the pension scheme during the duration of their contract appointment</p>
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			<u>Pension Fund without matching contribution from the Union</u>	
6.	Rule 68 : Retirement	<ol style="list-style-type: none"> 1. The compulsory retirement age of the Union shall be 60 years. 2. Any member of staff who has worked for a minimum of period of 10 years and has attained the age of 45 years may voluntarily retire from service of the Union. 3. At the time of his retirement, the member of staff shall be paid all his entitlement in compliance with the provisions of the Pension Fund of the Union. 	<ol style="list-style-type: none"> 1. The compulsory retirement age of the Union shall be 65 years. 2. Any member of staff who has worked for a minimum of period of 15 years and has attained the age of 50 years may voluntarily retire from service of the Union. 3. At the time of his retirement, the member of staff shall be paid all his entitlement in compliance with the provisions of the Pension Fund of the Union. 	To align the retirement age with the retirement age approved by the Plenipotentiary Conference, take advantage of highly trained and skilled staff with institutional memory, take advantage of general improvement in health and to reap from decrease in operating cost due to reduction in Child allowances such as education, dependency and home leave allowances.
7.	Categorization of Staff Qualifications required for classification of staff of the Pan African Postal Union	<p>D1 - Director's category - Every official named director is integrated within D1 at equal pay or slightly higher after three years of seniority at least in P5</p>	No amendment	
		P ₅	<ul style="list-style-type: none"> -PHD in the relevant field or -Baccalaureate + 5 years of University education or -Director Position in Administration of origin or -Having three years of seniority at the last step of P4 Plus	To state the Academic qualification first before the working experience in line with international best practices and align the Baccalaureate plus University education with the operating francophone system

			-15 years experience in <u>the relevant field</u> at the time of recruitment	
		P ₄	<p>-Masters Degree or Equivalent post Bachelors degree qualification of not less than two years duration; or -DIPLOME D'ETUDE APPROFONDIE (D.E.A); or -DIPLOME D'ETUDES SUPERIEURES SPECIALISEES (D.E.S.S) in the relevant field; or</p> <p>Plus -15 years experience in <u>the relevant field</u> at the time of recruitment; or - Bachelors degree plus 18 years post qualification experience in the <u>the relevant field</u></p>	To state the Academic qualification first before the working experience in line with international best practices and increase the working experience requirement for staff with lower qualification
		P ₃	<p>-University Bachelors Degree in the relevant field -Baccalaureate + a professional diploma requiring four (4) years training -Equivalent recognized diplomas of not less than four years training Plus 10 years experience in <u>the relevant field</u> on the date of appointment</p>	To state the Academic qualification first before the working experience in line with international best practices

	P ₂	<ul style="list-style-type: none"> -University Bachelors Degree in the relevant field -Baccalaureate + a professional diploma requiring three (3) years training -Equivalent recognized diplomas of not less than three years training Plus 10 years experience in <u>the relevant field</u> on the date of appointment	"
	P ₁	<ul style="list-style-type: none"> -DIPLOME D'ETUDES UNIVERSITAIRES GENERALES (D.E.U.G); or -DIPLOME UNIVERSITAIRE DE TECHNOLOGIE (D.U.T); or -BREVET DE TECHNICIEN SUPERIEUR (B.T.S) in the relevant field; or -Royal Society of Arts Stage III; or -Pitman Advanced Certificate; or -Equivalent recognized diplomas of not less than two years training Plus 10 years experience <u>in the relevant field</u> on the date of appointment	"
	GSA ₆	<ul style="list-style-type: none"> -Equivalent recognized diplomas of not less than one year training; or -Baccalaureate + diploma 	"

		<p>requiring one year of professional training; or</p> <ul style="list-style-type: none"> -Technical Bacculaureate; or -RSA Stage II (intermediate) <p>Plus</p> <p>7 years of professional experience on the date of recruitment</p>	
	GSA ₅	<ul style="list-style-type: none"> -BACCALAUREAT D'ENSEIGNEMENT GENERAL (BAC); or -BREVET D'ENSEIGNEMENT PROFESSIONNEL (B.E.P), technician certificate; or -BREVET D'ETUDES DU PREMIER CYCLE (B.E.P.C) plus professional diploma requiring three years training; or -Pitman stage II (intermediate) certificate; or -Higher School Certificate or Advanced Level Certificate; or -Equivalent recognized diplomas of not less than three years Post ordinary Secondary School Certificate; <p>Plus</p> <p>5 years of professional experience on the date of recruitment</p>	"
	GSA ₃	<ul style="list-style-type: none"> -Public professional Aptitude Certificate (PAC); or 	"

			<ul style="list-style-type: none"> -BEPC + diploma requiring one year training; or -RSA Stage I (Elementary) Certificate; or -Pitman Stage I (Elementary) Certificate; or -Equivalent recognized diplomas of not less than one year training; Plus Equivalent recognized diplomas 5 years of professional experience on the date of recruitment	
		GSA ₂	<ul style="list-style-type: none"> -BREVET D'ETUDES DU PREMIER CYCLE (B.E.P.C) -O Level Secondary School Education; or -Primary School Certificate + professional diploma requiring two (2) years of professional training; or <ul style="list-style-type: none"> -Equivalent recognized diplomas Plus 5 years of professional experience on the date of recruitment	"
		GSA ₁	<ul style="list-style-type: none"> -Primary School Certificate + professional diploma requiring two (2) years of professional training; or <ul style="list-style-type: none"> -Equivalent recognized diplomas Plus 5 years of professional experience on the date of recruitment	"

		GSB ₅	-Primary School Certificate + professional diploma requiring one year of professional training; or -Equivalent recognized diplomas Plus 3 years of professional experience on the date of recruitment	"
		GSB ₄	-Primary School Certificate; or -Equivalent recognized diplomas Plus 3 years of professional experience on the date of recruitment	"
		GSB ₃	-Unskilled worker or employee carrying out tasks requiring training and compromising responsibilities; Plus 2 years of professional experience on the date of recruitment	"
		GSB ₂	-Unskilled worker or employee carrying out tasks requiring training and acquired specialization, at least of 6 months duration;	"
		GSB ₁	-Unskilled worker without any professional skills	"

Decision N°07/PAPU/AC/XXXVIII/2019

On implementation of the Administrative Council decision on restructuring of the General Secretariat

The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 38th Ordinary Session in Ouagadougou, Burkina Faso from 17-19 June, 2019;

Considering the 36th Ordinary Administrative Council decision No.06/PAPU/AC/XXXVII/2017 adopting the organization chart of the General secretariat of the Pan African Postal Union;

Further considering the adopted report on the restructuring of the General Secretariat which specified the most appropriate number of staff, profiles for each job, merging of current departments and/or forming new ones with new titles, and proposing a new nomenclature based on the experiences of other intergovernmental organizations;

Having noted the provisions of Article 9 paragraph 10 of the Detailed Regulations of the Convention as well as Chapter IV of the Staff Rules and Regulations which requires the Secretary General to notify the Council about all matters pertaining to promotion of members of staff;

Cognizant of Rule 26 of the Staff Rules and Regulations which stipulates that promotion occurs when a vacancy exists in the Union and Secretary General shall, on the recommendation of the Advisory Committee fill that vacancy by appointing to it a member of staff who is already serving in lower grade and is qualified for the vacant job;

Taking account of the recommendation of the Finance and Administration Committee on the need to fill the most critical vacant position and strengthen the capacity at the General Secretariat;

DECIDES AS FOLLOWS:

- I. To authorize the Secretary General to advertise and fill the most critical vacant post through the promotion of any qualified member of staff who is already serving in a lower grade and is qualified for promotion to a grade higher than the position he holds prior to promotion to the new position.

INSTRUCTS AS FOLLOWS:

- I. The Secretary General to ensure that the promotion does not result in additional cost to the current Member States annual financial contribution on a continuing and sustainable basis;
- II. The promotion does not create another vacant position; and
- III. The promotion exercise shall not serve as precedent for future promotion without recourse to the Council.

Done in Ouagadougou, Burkina Faso on 19th June, 2019

Resolution No.01/PAPU/AC/XXXVIII/2019

On adoption of the annual activity report of Secretary General for 2018-2019

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 37th Ordinary Session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019;

Mindful of Article 5 Paragraph 5 of the Detailed Regulations of the Convention of PAPU;

Having examined the Secretary General's activity report presented during the 38th Ordinary Session of the Administrative Council;

Having noted the significant improvements made in the presentation of the above-mentioned report, in both, form and content;

DECIDES

- 1) To express its satisfaction of the annual activity report presented by the Secretary General during the 38th Ordinary Session of the Administrative Council;
- 2) to congratulate the Secretary General and his entire team for the work done, despite the challenges presented;
- 3) To adopt the above-mentioned report.

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

Resolution No.02/PAPU/AC/XXXVIII/2019

On reconstitution of PAPU/AFRAA Contact Committee

The Administrative Council of the Pan African Postal Union (PAPU), during its 38th Ordinary session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019;

Acknowledging the importance of quality of service in the global postal network and the inevitable developments in the remuneration systems for international postal products;

Taking note of the regional quality of service standards set by the Postal Operations Council for the period 2019 to 2020 and the need for Africa to meet them;

Recognising important role played by airlines in the mail supply chain and improvement of delivery standards;

Cognisant of the need for collaboration between Designated Operators in Africa and African Airlines;

Noting that a Contact Committee had been in existence since 1985 but with passage of time became inactive due to unforeseen reasons;

Further noting that a Memorandum of Understanding (MoU) to reconstitute it was signed between PAPU and African Airlines Association (AFRAA);

Mindful of various areas of cooperation and collaboration, among them:

- Quality of service improvement in the international postal network;
- Mail safety and security;
- Acceptance and conveyance of prohibited and dangerous goods;
- Sharing information on developments at Universal Postal Union/International Air Transport Association (UPU/ IATA), as well as UPU/ International Civil Aviation Organization (ICAO);
- Sharing information on up to date flight schedules;
- Electronic data interchange between posts and airlines;
- Settlement of airline mail conveyance bills;

RESOLVES

To reconstitute PAPU/AFRAA Contact committee comprising one member state from each sub regional grouping to enhance collaboration and cooperation between PAPU member States and African airlines;

REQUESTS

Sub regional Postal Organizations to coordinate this activity.

INSTRUCTS

The General Secretariat to ensure implementation and report to the Administrative Council

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

Resolution No.03/PAPU/AC/XXXVIII/2019

On the establishment of an ad hoc group on UPU Remuneration issue

The Administrative Council of the Pan African Postal Union (PAPU), during its 38th Ordinary session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019.

Recalling that the 2nd Extra-ordinary Congress held in Addis Ababa approved the Integrated Remuneration Plan (IRP) proposal of a general nature for the period 2019-2020;

Aware that the Congress did not approve the review of remuneration for small packets (E-format items containing goods) as proposed by United States of America (USA);

Acknowledging that due to the decision made by Extra-ordinary Congress, USA submitted a notice to withdraw her membership from the Universal Postal Union (UPU) during the October 2018 session of the Postal Operations Council (POC) and Council of Administration (CA);

Noting that the notice expires in October 2019 (one year, as per the UPU constitution) CA decided to expedite the review of the small packet rates with a view to amending the provisions of the Convention and its Regulations before 2020 Congress in order to prevent the USA withdrawal from the Union;

Considering that three proposals namely, **Options A, B & C** on the review of small packet rates had been approved by the Council of Administration for consideration by the 3rd Extra-ordinary Congress in Geneva, Switzerland I September 2019;

Considering also that Africa had not come up with a common position on the issue by the time of the Administrative Council session;

RESOLVES:

- That an ad hoc group chaired by Egypt be established;
- The group will comprise Algeria, Cote d'Ivoire, Egypt, Guinea Republic, Kenya, Nigeria, Malawi, Senegal, South Africa, Tanzania, Tunisia, Uganda, and Zimbabwe;
- Its mandate will be to analyze the three remuneration options as well as any other proposal that may be submitted and come up with recommendations that Africa could base on in order to come up with a position for continent before the Extra - Ordinary Congress to be held in September in Geneva, Switzerland.

INSTRUCTS:

PAPU General Secretariat to coordinate and facilitate the work of the group and report to the Administrative Council

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

Resolution No.04/PAPU/AC/XXXVIII/2019

On implementation of Financial Inclusion Projects

The Administrative Council of the Pan African Postal Union (PAPU), during its 38th Ordinary session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019;

Aware that Financial Inclusion was identified as level two priority by the Istanbul World Postal Strategy (IWPS) and that it is in line with the United Nations Sustainable Development Goal 6 as well as Aspiration 1 of the African Union Agenda 2063;

Recalling Resolution **No.09/PAPU/AC/XXXVI/2017** made by the 36th Administrative Council on the development of postal financial services in Africa and Resolution **No.04/PAPU/AC/XXXVII/2018** on implementation of Digitization and Financial Inclusion Projects to ensure improvement of financial services;

Noting the Declaration made during the workshop on Role of Postal Financial Services to Further Financial Inclusion and Socio-Economic Development held in Arusha, Tanzania from 4th to 6th December 2018;

Acknowledging the challenges facing Designated Operators in the provision of financial services which include the following:

- Financial constraints;
- Unreliable power supply;
- Intermittent Internet connectivity;
- Delays in settlement by bilateral partners;
- Manual operations;
- Cash shortages.

RESOLVES that:

Member states should exhaust all possible funding sources to facilitate financial inclusion initiatives;

URGES:

Designated Operators should implement financial inclusion projects, including digitization by using available solutions to facilitate the provision of efficient and cost effective financial services;

INSTRUCTS:

PAPU General Secretariat to monitor the developments and report to the Administrative Council

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

Resolution No.05/PAPU/AC/XXXVIII/2019

On E-services development in Africa

The Administrative Council of the Pan African Postal Union (PAPU), during its 38th Ordinary session in Ouagadougou, Burkina Faso, from 17th to 19th June, 2019;

Acknowledging the growth opportunities brought about by e-commerce and the need for post to adapt to global business trends,

Aware of Africa's priorities for the period 2017-2020, namely:

- **Priority level one:** Improvement of operational efficiency and e-commerce development;
- **Priority level two:** E-services and diversification;

Cognizant of the UPU publication on e-services developments entitled, "the digital economy and digital postal activities - a global panorama";

Mindful of the low penetration rate of digital services in Africa compared to other regions;

Noting the major obstacles to the growth of postal e-services in Africa, among them:

- Resource constraints;
- Limitation of the Post's IT infrastructure;
- Lack of internal experts to develop e-services at a faster pace;

RESOLVES as follows

- Designated Operators should broaden their e-services portfolios to ensure diversification and reinforce business growth;
- Member States to benchmark and share experiences on e-services and other e-commerce initiatives for the benefit of others;

INSTRUCTS

The General Secretariat to monitor progress and report to the Administrative Council

Done in Ouagadougou, Burkina Faso, on 19th June, 2019

Resolution No.06/PAPU/AC/XXXVIII/2019

On the establishment of an African Postal CEO Forum

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session from 17th to 19th June 2019 in Ouagadougou, Burkina Faso;

Recognizing the lack of a formal continental platform for interaction between postal CEOs;

Considering the need to make the deliberations of the Administrative Council more attractive to Directors General of postal operators;

Desirous of establishing a Forum for postal leaders that will enable them to discuss and exchange views on issues encountered in managing their organizations, with a view to coming up with possible common solutions to those issues;

Convinced of the need to open up the Forum to all African Postal leaders, including those of non-PAPU member countries;

HEREBY RESOLVES AS FOLLOWS:

- Institute an annual CEOs' Forum to be held simultaneously with the Postal Regulators' Forum, on the sidelines of the PAPU Administrative Council meeting, pursuant to the TORs annexed hereto;

STATES THAT:

- The Forum is open to all African Postal leaders, including those of non-PAPU member countries;

INSTRUCTS:

- The General Secretariat to implement this Resolution.

Done in Ouagadougou, Burkina Faso, on 19th June 2019

Resolution No.07/PAPU/AC/XXXVIII/2019

On development of a secure system for protecting, accessing and consulting PAPU online information/documents

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17th to 19th June 2019;

Considering the need for any organization to secure its working documents against the backdrop of a dramatic rise in cybercrime;

Acknowledging the confidentiality of information and regulation of its circulation should never hamper the free flow of ideas and information;

Recognizing that the General Secretariat's documentation may contain information classified as confidential with respect to the general public;

Further recognizing the need for organizations in general and international organizations in particular to secure their documented information;

Desirous of fostering swift and smooth access to information and statistics for Member States by modernizing the facilities and functioning of the General Secretariat;

HEREBY DECIDES AS FOLLOWS:

- Develop a secure system for accessing information/working documents owned, managed or created by the PAPU General Secretariat;

INVITES:

- Member States to contact the General Secretariat to obtain the tools (username and password) needed to access PAPU online documents (including working documents for meetings and other purposes);
- Member States to equally develop mechanisms for accessing their own documents in order to guarantee the confidentiality and integrity of same;
- Member States to acquaint themselves with the mechanism, which may be extended to other purposes, such as registration for PAPU meetings.

INSTRUCTS:

- The General Secretariat to implement this Resolution.

Done in Ouagadougou, Burkina Faso, on 19th June 2019

Resolution No.08/PAPU/AC/XXXVIII/2019

On the celebration of PAPU's 40th anniversary

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session in Ouagadougou, Burkina Faso, from 17th to 19th June 2019;

Mindful of Resolution No.03/PAPU/AC/85 of 18th January 1985 passed by the Ordinary Session of the Administrative Council meeting in Harare, Zimbabwe, and approved by the 2nd Ordinary Session of the Plenipotentiary Conference held in 1988 in Yaounde, Cameroon;

Considering that each decade in the life of an international institution is a special occasion to be celebrated with high-profile events;

Acknowledging that PAPU intends to organize a series of events to mark its 40th anniversary on 18 January 2020;

Cognizant of the fact that this anniversary coincides with an event of global importance, namely the 27th Ordinary Congress of the Universal Postal Union (UPU), hosted on African soil by the Republic of Côte d'Ivoire.

Convinced that the event will contribute to enhancing PAPU's public image, while further sensitizing the general, public, governments and the media on the post's vital role as a key player of the national economy;

Having reviewed the draft programme of activities submitted by the General Secretariat built around the theme: *"The Post, a veritable partner for financial and regional integration"*.

AUTHORIZES:

- The General Secretariat to organize activities to commemorate PAPU's 40th anniversary;

INVITES:

- Member States to organize celebrations befitting the event at their respective levels on the one hand, and to participate actively in the high-profile activities to be hosted at the Union's headquarters on the other hand;

HEREBY DECIDES AS FOLLOWS:

- Unveil a memorial plaque in honour of His Excellency the late Julius Kambarage Nyerere, first President of the United Republic of Tanzania and one of the Founding Fathers of the Union, for his immense contribution towards African integration, one of the cornerstones of PAPU's mission.

- Award special distinctions to two outstanding personalities in the history of the post both globally and within Africa, namely Mr. Bishar Hussein, Director General of the Universal Postal Union, and the late Alhaji Abubakar Musa Argungu, former Postmaster General of Nigeria Post.

URGES:

- The United Republic of Tanzania, as host country, to support the General Secretariat in organizing activities to commemorate PAPU's 40th anniversary;

INSTRUCTS:

The General Secretariat to implement this Resolution

Done in Ouagadougou, Burkina Faso, on 19th June 2019

Resolution No.09/PAPU/AC/XXXVIII/2019

On the African Postal Guidelines

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session from 17th to 19th of June 2019 in Ouagadougou, Burkina Faso;

Considering the need to create an enabling environment for the development of a postal market that allows for fair competition and caters to the fundamental needs of the continent's peoples;

Acknowledging the vital role of regulation in the postal sector;

Mindful of PAPU's mission to harmonize policies and regulations in Africa's postal sector;

Further mindful of Resolution No.07/PAPU/AC/XXXVII/2018 of the 37th Ordinary Session of the Administrative Council adopting the terms of reference for the engagement of a consultant to prepare Guidelines for the African Postal sector.

Considering the Consultant's report on the preparation of Guidelines for the African Postal sector, as witnessed by the Guidelines annexed hereto;

HEREBY RESOLVES AS FOLLOWS:

1. Circulate the study to PAPU Member States for their comments and proposals;
2. Reconstitute the Legal Experts Taskforce previous set up under the Policy, Governance and Strategy Committee for it to finalize the Guidelines. The Taskforce shall be open to all Member States and will work in collaboration with the Consultant.

INVITES:

PAPU Member States to submit their comments and proposals to the General Secretariat by 31st October 2019 at the latest

INSTRUCTS:

The General Secretariat to implement this Resolution

Done in Ouagadougou, Burkina Faso, on 19th June 2019

Resolution No.10/PAPU/AC/XXXVIII/2019
On postal regulation

The Administrative Council of the Pan African Postal Union (PAPU), meeting in its 38th Ordinary Session from 17th to 19th June 2019 in Ouagadougou, Burkina Faso;

Mindful of Resolution No.18 /PAPU/AC/XXXVI/2017 on postal regulation;

Mindful of the Declaration of the 3rd Postal Regulators Forum held on 18th June 2019 in Ouagadougou, Burkina Faso;

Acknowledging that protecting the interests of the consumer is one of the primary missions of the regulatory authority,

Noting at the outset that consumer satisfaction is one of the core principles of universal postal service;

Aware, however, of the need to strengthen consumer protection through a variety of key drivers;

HEREBY RESOLVES AS FOLLOWS:

8. Urges Member States to ensure that:

1.1 Postal operators establish:

- Internal complaints policies and processes to ease interactions between them and consumers;

1.2 Regulatory authorities establish:

- Effective services to cater for consumer complaints;
- Accessible, simplified, free and fair policies and processes for timely consumer complaints management;
- Mechanisms for consultation with consumer rights organizations;
- Mechanisms for co-regulation with other sector regulatory organs, including the personal data protection authority and financial services;

9. Regulatory Authorities to ensure capacity building of consumer associations;;

10. Consumer rights organizations:

- Specialize in postal activities to enhance efficiency in dealing with consumer complaints;

ORDERS:

The General Secretariat to fast-track the process to enact the African Postal Guidelines, which will equally provide for consumer rights protection.

INSTRUCTS:

The General Secretariat to implement this Resolution

Done in Ouagadougou, Burkina Faso, on 18th June 2018

Resolution No.11/PAPU/AC/XXXVIII/2019

On Establishment of annual mandatory financial contributions for Associate Members

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 38th Ordinary Session in Ouagadougou, Burkina Faso from 17-19 June 2019;

Considering Decision No.01/PAPU/PC-EXTRA/V/2018 of the 5th Plenipotentiary Conference opening the Union's membership to any institution, organization, association, private/public entities that are engaged in activities related to postal services;

Further considering article 19 of the Detailed Regulations of the Convention specifying the requirements that must be met before qualifying as an Associate Member;

Having examined the recommendation of the Advisory Committee on the mandatory annual financial contributions of Associate Members of the Union;

RESOLVES AS FOLLOWS:

- 1) That an Associate Member that is legally registered and operating from a country in Africa, shall pay a minimum of USD 15,000.00 per annum as mandatory financial contribution;
- 2) Associate Members operating from any country outside the African continent, shall pay a minimum of USD 20,000.00 per annum as mandatory financial contribution;

MANDATES:

To request for and obtain the anticipatory approval of the Chairperson of the Plenipotentiary Conference to enable urgent implementation of this resolution

INSTRUCTS:

The Secretary General to intensify the search for and admit all qualified Organizations as Associate Members of the Union and report back to the Council during its annual sessions.

Done in Ouagadougou, Burkina Faso on 19th June 2019

**PAN AFRICAN POSTAL UNION
(PAPU)
ADMINISTRATIVE COUNCIL
(17-19 June, 2019)
OUAGADOUGOU, BURKINA FASO**

**VOTE OF THANKS TO THE AUTHORITIES OF BURKINA FASO
READ BY THE UNITED REPUBLIC OF TANZANIA**

The Administrative Council of the Pan African Postal Union (PAPU), during its 38th Ordinary Session in Ouagadougou, Burkina Faso from 17th to 19th June, 2019;

HAVING NOTED with gratitude and satisfaction the great solidarity of the Authorities of Burkina Faso by accepting to host the 38th Ordinary Session of the Council;

CONSIDERING the exemplary commitment of Burkina Faso to the continuous promotion of PAPU ideals and brand image, as well as to the development and modernization of African posts;

ACKNOWLEDGING the perfect organization and conducive environment created for the Committee meetings, Postal Regulators' Forum, UPU/PAPU Regional Strategy Conference and Council meetings;

APPRECIATING, particularly, the warm welcome extended to all delegations, as well as the kind attention paid to them throughout their stay on the Burkinabe soil;

FURTHER APPRECIATING the effectiveness, cordiality and the spirit of conviviality which characterized the deliberations of the 38th Ordinary Session of the Administrative Council;

NOTING with great satisfaction the commitment of the President of Burkina Faso, His Excellency Roch Marc Christian Kaboré, to promote, encourage and support regional cooperation;

CONGRATULATING the organizing Committee for efficient contribution towards the successful conclusion of this gathering;

HEREBY conveys its profound gratitude to the Government and the people of Burkina Faso for their warm and fraternal welcome, as well as the kind gesture extended to all delegates throughout their stay in Ouagadougou.

Done in Ouagadougou, Burkina Faso on 19th June, 2019

**PAN AFRICAN POSTAL UNION
(PAPU)
ADMINISTRATIVE COUNCIL
(17-19 June, 2019)
OUAGADOUGOU, BURKINA FASO**

**FINAL COMMUNIQUE
READ BY THE REPUBLIC OF SENEGAL**

The 38th Ordinary Session of the PAPU Administrative Council was held from 17th to 19th June, 2019, in Ouagadougou, Burkina Faso.

The Council was presided over by the Chairman **Mr. Simon Cosmas Chigwamba**, the Chief Director in the Ministry of ICT, Postal and Courier Services of Zimbabwe.

The official opening ceremony was presided over by **Mrs. Hadja Fatimata Ouattara**, Minister of Digital Development and Posts of Burkina Faso, representing the Prime Minister.

I. Participation

The following Administrative Council members participated in the session:

Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Egypt, Kenya, Madagascar, Mali, Mozambique, Niger, Nigeria, Senegal, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe.

The following members of the Administrative Council were absent: **Republic of Congo, Gabon and Sudan.**

The following countries and organizations also participated as observers:

Algeria, Angola, Benin, Democratic of Congo, Ghana, Guinea, Malawi, Morocco, South Africa, Togo, Universal Postal Union (UPU), African Union Commission (AUC), African Telecommunications Union (ATU), African Airlines Association (AFRAA), Communications Regulator's Association of Southern Africa (CRASA), West Africa Postal Conference (WAPCO), Forum for Research and Development of Postal Services in Africa (FRDPA), Escher Group Africa, Business France Forum, China, Japan Post and United States Postal Services (USPS).

II. Election and Installation of the Bureau

The bureau was installed as follows:

Chairman	:	Zimbabwe
1st Vice-Chairman	:	Madagascar
2nd Vice-Chairman	:	Senegal

Rapporteurs : Gabon and Tunisia

III. Agenda

During the session, the Council examined all the agenda items under the following broad topics:

- Meeting of Heads of Delegation;
- Confirmation of quorum;
- Remarks by Chairperson;
- Adoption of the Agenda and the Work Programme;
- Adoption of the 37th Administrative Council Session Report;
- Report of the Chairman of the Administrative Council;
- Election and installation of the Bureau;
- Remarks by incoming Chairperson;
- Solidarity messages from Partners;
- Presentations on UPU Remuneration Systems:
 - UPU
 - USA
 - China
 - Japan
 - France
- Report of Activities of the Secretary General for the 2018/2019 period;
- Theme of PAPU Day Celebration for 2020;
- Reports and recommendations of Technical Committees:
 - Operations and Technology;
 - Policy, Strategy, Governance.
- Postal Regulators Forum;
- Report of the African Support Committee;
- Report of the External Auditor on the Accounts of the Union for the financial year ended 31st May, 2018;
- Report and recommendations of the Finance and Administration Committee, by Chairperson;
- Date and venue of the 39th AC;

IV. Report of Activities of the Secretary General

The Secretary General presented his report for the period 2018/2019, focusing on the following key areas:

- The business environment;
- Performance;
- Day-to-day operational issues of the Union;
- Policy, regulatory and governance matters;
- Financial management;
- Human resources;
- Activities of Regional Training Centers;
- Cooperation activities;
- PAPU membership;
- Key projects;
- Relations with the host country of PAPU Headquarters;
- Relations with the African Union our mother Organization (Institutional positioning);
- Activities of the higher organs of the Union (PC and AC)
- International conferences and workshops;
- Challenges and actions taken/planned;
- Outlook/expectations for next financial year.

The Secretary General's Report for the period under review as well as the resolution were unanimously adopted.

V. Reports of the Committees

Chairpersons of the Committees presented their reports covering the following key broad areas:

- a) Operations and Technology Committee;
- b) Policy, Strategy and Governance Committee;
- c) African Support Committee;
- d) Finance and Administration Committee.

VI. Postal Regulators' Forum

The 3rd Postal Regulators' Forum took place on the 18th June, 2019 on the sidelines of the 38th Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU).

The main topic of the Forum was “**Consumer Protection**” and a Declaration and Resolution thereof were made and adopted by the Council.

VII. External Auditors Report

The External Auditors report on the financial statements for the year ending 2017/2018 was presented by Ernst & Young and adopted.

VIII. Date and venue of the 39th Administrative Council Session

The Administrative Council approved the hosting of its next meeting in Harare, Zimbabwe. The exact venue of the 39th Ordinary session of the Administrative Council will be availed to members by the General Secretariat after consultations with the host country.

IX. Adoption of decisions, resolutions and recommendations

At the end of the proceedings, the 38th Administrative Council approved and adopted a number of decisions as well as resolutions.

Delegates commended the seriousness, determination that characterized the session, the quality of documents presented as well as the outcomes of the deliberations.

X. Vote of Thanks

A Vote of thanks was addressed to the authorities of Burkina Faso by the United Republic of Tanzania.

Done in Ouagadougou, Burkina Faso, 19th June, 2019