

**REPORT OF THE STRATEGY COMMITTEE (SC) MEETING HELD IN ARUSHA, UNITED REPUBLIC OF
TANZANIA 29TH TO 30TH AUGUST 2023**

1. Subject Strategy Committee Meeting Report	References/Paragraphs
2. Decision Expected <ul style="list-style-type: none">• Consideration and Adoption of the Committee Report;• Adoption of the Draft Resolution attached thereto.	

1. INTRODUCTION

This document is presented to the 41st Administrative Council for consideration.

2. SUBMISSION OF THE REPORT

The report, together with a draft Resolution, is herewith attached.

3. CONCLUSION

The 41st Administrative Council is requested to:

- i) Consider and adopt the Report;
- ii) Adopt the Draft Resolution.



STRATEGY COMMITTEE MEETING REPORT

25th, 28th August 2023, Arusha, United Republic of Tanzania

1.0 INTRODUCTION

The Strategy Committee meeting was held on 25th August 2023 in Arusha, Tanzania. Uganda chaired the Meeting on behalf of Tunisia.

2.0 OPENING REMARKS

2.1 Remarks by the Chairperson

The Chairperson, Ms. Agatha Kyankuzire called the meeting to order and commenced the deliberations for the day at 06:20 GMT. She welcomed everyone present for taking their time to attend the meeting either in person or virtually. The Chairperson indicated that the meeting would receive reports from the various Working Groups and deliberate on other pertinent matters related to the PAPU strategy. She urged members to actively and positively contribute to the discussions and wished everyone fruitful deliberations.

2.2 Remarks by PAPU Secretary General

The Secretary General, Dr. Sifundo Chief Moyo thanked the Chairperson Ms. Agatha Kyakunzire (Uganda) for her availability and standing in on behalf of Tunisia, the Chairperson of the Committee. He further thanked the entire Bureau composed of Tunisia, Uganda, Burkina Faso and Namibia. He Commended participants for sparing time to attend the Strategy Committee meeting.

As a recap, he reiterated that the Committee carries out its work through 2 Working Groups and a Task Force, namely, the Disaster and Risk Management WG, the Investments WG & Projects, and the Task Force on Opening Up of the UPU to Wider Postal Sector Players TF and that generally the committee is entrusted with guiding the development of the Union's Strategy (Four-year Action Plan) and the Union's Business Plan.

To accomplish that, the Committee executes the following tasks, among others:

- a. Oversees the continuous review of the Union's Strategy, Business plan including the development of relevant key performance indicators;
- b. Crafts and reviews the Union's vision, mission and strategy at appropriate intervals;

- c. Provides guidance on alignment of PAPU Program of Work to the UPU's World Strategy and the Regional Development Plan for Africa, with emphasis on:
 - i. Prioritization of Strategic Regional Objectives;
 - ii. Resource Mobilization;
 - iii. Development of Industry Performance indicators;
 - iv. Development of a monitoring & evaluation frameworks;
- d. Encourages Member States in the involvement and support of African proposals for UPU Councils and Congresses;
- e. Ensures the soundness of investments of the Union at all material times and review all the investments undertaken in terms of the return-risk profile;

He underscored the fact that the Strategy Committee is therefore the right platform for African Designated Operators to be guided and discuss issues of common interest on Strategy in Africa.

The Secretary General applauded the Chairperson, his entire Bureau and members for their commitment to the work of the of the Committee and assured them that the PAPU General Secretariat will always provide the necessary support towards the success of the work of the Committee. Finally, he wished participants fruitful deliberations.

3.0 CONFIRMATION OF BUREAU

The Committee Bureau is as follows:

- Chairperson: Tunisia;
- 1st Vice-Chairperson: Uganda;
- 2nd Vice-Chairperson: Burkina Faso;
- Rapporteurs: Namibia.
- Secretariat: PAPU Secretariat.

Tunisia and Burkina Faso were not in attendance.

3.1 Committee Member States

The Committee is made up of the following Member States: Algeria, Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Kenya, Madagascar, Malawi, Namibia, Niger, Nigeria, Senegal, South Africa, Tanzania, Tunisia, Uganda, Zambia and Zimbabwe.

3.2 Meeting Participation

3.2.1 Members States Present (In-person & virtually):

Algeria, Angola, Botswana, Congo Republic, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Ethiopia, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mali, Nigeria, Senegal, South Africa, Tanzania, Tunisia, Uganda and Zimbabwe.

3.2.2 Other Organizations Present

Two sub-regional postal organizations attended online, namely, the Communications Regulatory Authority of Southern Africa (CRASA) and the Southern Africa Postal Operators Association (SAPOA).

3.2.3 PAPU General Secretariat

The General Secretariat provided the Secretarial services to the meeting. The Secretary General was in attendance, leading the General Secretariat Team.

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

4.0 ADOPTION OF THE AGENDA

The agenda below was adopted after the proposal by Namibia and seconded by Kenya and Malawi.

- a) Progress Report of the Programme of Activities of the Strategy Committee 2022-2023 - **General Secretariat**
- b) Investments and Projects Working Group:
 - ✓ Working Group Report - **Chairperson (Botswana)**
 - ✓ PAPU Investment Report - **General Secretariat**
- c) Disaster and Risk Management Working Group:
 - ✓ Working Group Report- - **Chairperson (South Africa)**
 - ✓ African Postal Sector Risk Register: - **General Secretariat**
- d) Task Force on the Opening up of the UPU to Wider Postal Sector Players Task Force Report - Chairperson (Cameroon)
- e) ICT Matters
 - ✓ Proposed Information, Communication, and Technology Working Group - **General Secretariat**
 - ✓ Establishment of the PAPU ICT Capacity Building Centre - **General Secretariat**
- f) Strategy Review: Update on the Action Plan 2022/2023

5.0 PROGRESS REPORT ON THE PROGRAMME OF ACTIVITIES OF THE STRATEGY COMMITTEE (2022/2023)

The General Secretariat presented the progress report on the Programme of Activities for the Strategy Committee vide document **PAPU/ATC/SC/01/2023 - Doc No.02**.

The Committee noted the considerable progress made on implementation of the Committee Action Plan through its two Working Groups and a Task Force. The Chairperson further encouraged the Committee to ensure that the activities that were in progress are completed.

6.0 INVESTMENTS AND PROJECTS WORKING GROUP

6.1 Presentation of Working Group Report

The Chairperson of the Investments and Projects Working Group, Mr. Pako Pratjie of Botswana presented the report of the Working Groups' meeting that was held virtually on 27th April 2023 vide

PAPU/ATC/SC/01/2023 - Doc No.03

The report focused on the following main areas that were covered during that meeting:

- Project Brief; Project Team;
- Project supervisory structure;
- Project start-up and important dates;
- Site Activity Against Time Extension schedules;
- Project Scope; Project Ancillaries;
- Project Progress:
 - ✓ Site mobilization;
 - ✓ Construction Progress;
 - ✓ Progress Service Installations;
 - ✓ Construction Material Tests, Finishing Works and Service Installation Material Approvals.
- Project Expenditure;
- Summary of the Implementation Status; and Challenges encountered;
- PAPU House rent revenue projection for office space and commercial space;
- Risk Register and Mitigatory Measures.

The report was noted as presented.

6.2 Presentation of the PAPU Investment Report

The General Secretariat presented the PAPU Investment Report under **PAPU/ATC/SC/01/2023 - Doc No.04**. The report contained two main issues, namely, the PAPU Tower construction progress report as at 30th July 2023 and PAPU Tower investment prospects/opportunities

6.2.1 The PAPU Tower Construction Progress Report as at 30th July 2023

This Report focused on the following key areas:

- a) Introduction and Background;
- b) PAPU Tower Project;
- c) Project Contractors;
- d) Project Cost;
- e) Project Financing;
- f) Construction Progress;

- g) Project Delays;
- h) Inauguration of PAPU Tower.

6.2.2 PAPU Tower Investment Prospects/Opportunities

The highlights under this section were as follows:

- a) The creation of a Task Team with expertise in investments and projects to identify investment prospects/opportunities for the revenues that the PAPU Tower will be generating through rentals under the Investments and Projects Working Group on 27th April 2023
- b) The Task Team is composed of Egypt (North), Cameroon (Central), Tanzania (East), and Nigeria (West).
- c) The Task Team's Terms of Reference (ToRs) are:
 - i. Identify PAPU's Investment Prospects/Opportunities to be submitted to the Investments and Projects Working Group;
 - ii. Develop an investment framework or guideline for prioritization and investment portfolio balancing;
 - iii. Propose any other pertinent investment matters.
- d) Egypt was appointed Chairperson,
- e) It was noted that **the Framework** with investment vehicles that yield high returns with lower risks was under development by the Task Team;
- f) However, the Team came up with the following approaches which would generate excellent and positive returns in future:
 - ✓ Real Estate Investment;
 - ✓ Listed Equity investments;
 - ✓ Unlisted Equities;
 - ✓ Bank Fixed Deposits;
 - ✓ Public Provident Fund.

After deliberations, the following was proposed by the committee to ensure transparency and accountability in the management of the asset:

- ✓ Ensure that the revenues generated from the PAPU Tower are clearly reflected in the Audited PAPU Statement of Accounts;
- ✓ A detailed Return on Investment (ROI) needs to be done to evaluate the efficiency or profitability of the investment;
- ✓ Revenue projections should be well calculated;
- ✓ Ensure that partitioning takes care of the additional staff of the General Secretariat;

- ✓ That a Joint Venture Board will be established to manage the asset after the inauguration was adequately represented. The board will be composed of PAPU Staff and Representatives of the partners.

7.0 Disaster and Risk Management Working Group

7.1 Presentation of Working Group Report

The Chairperson of the Disaster and Risk Management Working Group, Mr. Mogale Maenetja of South Africa, presented the Working Group Report vide document **PAPU/ATC/SC/01/2023 - Doc No.05**.

The report contained highlights of the Working Group's three (3) meetings, which were held in line with the PAPU Action Plan 2022-2025.

The meetings that were held are as follows:

- Emergency Meeting after Cyclone Freddy on 15th March 2023;
- The Working Group Meeting on 14th April, 2023;
- Emergency meeting due to floods in the Democratic Republic of Congo on 11th May 2023.

7.1.1 Emergency Meeting after the Cyclone Freddy

The report under this subject highlighted that during the occurrence of Tropical Cyclone Freddy, which affected Madagascar, Malawi, Mozambique, and Zimbabwe, an emergency meeting of the Disaster Risk Management (DRM) Working Group Bureau comprising South Africa (Chair), Mozambique (1st Vice Chair) Madagascar (2nd Vice Chair) and Malawi (Rapporteur) was organized by the General Secretariat on 15th March 2023, to assess the situation in the affected Member States and consideration of risk mitigation measures.

The focus of the meeting was on the following main areas:

- a) Appraisal of the situation in respective countries in light of Cyclone Freddy;
- b) Interventions being taken/to be taken;
- c) Creation of a DRM Command Centre in each respective Country;
- d) Setting up a communications and information flow framework as part of the Disaster and Risk Management Framework;
- e) Needs analysis and identification for affected areas;
- f) Way forward.

The meeting developed a Disaster Communication Risk Framework, which should be used regularly during disasters to ease communication between affected Countries and key stakeholders like the PAPU General Secretariat.

The Committee was also informed that a Framework was developed to solicit information on eight (8) variables as follows:

- a) Activation of Disaster and Risk Management Plan;
- b) Extent of Damage Caused by the Cyclone;
- c) Damages to Movable and Immovable Assets;
- d) Postal Service Disruptions;
- e) National Infrastructure & Utilities Damages;
- f) Interventions and Mitigatory Measures;
- g) Stakeholder Communication;
- h) General Comments.

7.2 The Disaster and Risk Management Working Group Meeting

The Chairman also presented a report on the meeting, which was held virtually on 14th April 2023. It was reported that the discussion focused on the 3 main areas as follows:

- ✓ Disaster Responses by the General Secretariat;
- ✓ The PAPU Website Illegal Intrusion;
- ✓ Business Impact Analysis (BIA) and Business Continuity Plans, which culminated in the establishment of a Task Team to develop the African Risk Register.

7.3 Emergency Meeting as a result of floods in the Democratic Republic of the Congo

The Chairman informed the Committee that an emergency meeting of the Disaster and Risk Management Working Group Bureau was held on 11th May 2023 due to floods caused by torrential rainfall affecting the eastern Democratic Republic of the Congo, resulting in flash floods, casualties, and severe damage. Although neither post office buildings nor post-office employees were directly affected by the floods, there was a drop in the number of postal activities due to the effects of the disaster.

The Chairman informed the meeting that the following were the key takeaways from the meeting:

- a) Since there was no significant damage to post offices, the Post in DRC was advised to complement efforts by the Government in providing the necessary assistance, such as in the distribution of essential items to the affected victims;
- b) DRC requested that PAPU should assist in the documentation of DRM assessment forms which was done;
- c) DRC was encouraged to utilize the DRM Framework developed in 2022 by the Union as a reference document and advised to create a team that will work with PAPU on similar matters in the future;
- d) DRC should establish DRM Command Centers within its structures to assist in such situations;

- e) DRC should take advantage of the UPU Technical Assistance Programme for Disaster Risk Management to mobilize assistance in case of disasters in the future;
- f) DRC was encouraged to join the PAPU DRM Working Group to benefit from other members' knowledge and skills;
- g) DRC was advised to send Emergency Information Systems (EIMS) to UPU in cases of disasters and to complete DRM Assessment Form as formal communication to PAPU and that the form should be used each time a disaster occurs;
- h) The meeting was informed that PAPU was liaising with UPU on capacity building for its members in the area of Disaster and Risk Management;
- i) It was agreed that regular meetings should be held to ensure preparedness in such situations.

Madagascar stressed that there is a need to be proactive by coming up with preventive measures rather than waiting for a disaster to occur.

The report on Disaster and Risk Management was adopted after that.

7.4 Presentation of the African Postal Sector Risk Register

The General Secretariat presented the African Risk Register vide **PAPU/ATC/SC/01/2023 - Doc No.06, which was muted** following the Disaster and Risk Management (DRM) Working Group meeting, which was held on 14th April 2023, during which a Task Team in charge of developing a risk register for the African Region was set up.

It was further reported that during the meeting, a team comprising representatives from each African sub-region was created as follows: Cameroon (**Central**), Tanzania and Kenya (**East**), Egypt and Morocco (**North**), Zimbabwe and Botswana (**South**), Nigeria, Sierra Leone, Senegal, and Côte d'Ivoire (**West**).

The following guidelines were developed to assist the Task Team:

- a) Identify postal industry risks within the African Region;
- b) Classify risks into risk categories;
- c) Provide risk descriptions etc.

Based on the foregoing, the Task Team came up with the following broad categories of risks:

- i. Civil Unrest;
- ii. Strategic Risks;
- iii. Financial Risks;
- iv. Human Resources Risk;
- v. Operations Risk;
- vi. Technological Risk;
- vii. Socio-Political Risk;
- viii. Communication and Marketing Risks;
- ix. Legal And Environmental Risk.

The Working Group will develop the risk mitigatory measures and rank them in order of frequency of occurrence.

8.0 Task Force on the Opening up of the UPU to Wider Sector Players Task Force

8.1 Presentation of Task Force Report

The General Secretariat presented the report of the Task Force on behalf of the Chairperson, Mrs. BIKAY MUTLEN Pauline Catherine of Cameroon, under document **PAPU/ATC/SC/01/2023 - Doc No.07**.

The report was tabled to apprise the Committee about the Task Force activities, including the compilation of information and facts about the history of the Opening up subject, which the General Secretariat did.

The report also contained activities of the Task Force as follows:

a) PAPU Taskforce Meeting on the Opening Up of the UPU to Wider Postal Sector Players

The PAPU Task Force on Opening Up of the UPU to Wider Postal Sector Players (WPSP) held a consultative meeting on 9th February 2023. The consultations were held on Member States' views on the subject

It was reported that during the meeting, the Task Force Meeting came up with the following principles or guidelines on the approach to the 'Opening Up' subject:

- i. There is a need to take care of Africa's interests and speak with one voice;
- ii. DOs, Regulators, and Ministries should share information and speak with one voice since decisions at congresses are made at the governmental level;
- iii. A summary should be done on the responses submitted by Member States to the UPU Questionnaires. This will ensure that PAPU knows if all Member States have the same views to enable them to come up with an African position;
- iv. As PAPU, there is a need to have an African position before the Extra-ordinary Congress. There is a need to come up with a schedule to find solutions and do impact studies for each of the issues under discussion;
- v. PAPU should come up with a questionnaire or work with the same that UPU circulated to come up with a position for Africa that can be protected if it is considered to be the best;
- vi. A summary of African responses to the questionnaires ought to be circulated and an analysis made to come up with an African position on the matter;
- vii. All DOs are encouraged to complete questionnaires to ensure that there is a comprehensive summary for Africa;
- viii. Since each Member State belongs to at least one sub-regional organization, and since some organizations have already started work on position papers, PAPU needs to get sub-regional positions from other regions to come up with an African position instead of getting views from individual Member States only;

- ix. PAPU should have a plan to ensure that the voices of regional economic communities are heard apart from reaching out to individual Member States, e.g., CRASA has done some consultations and is in the process of finalizing a position paper with views from all CRASA members to be submitted to their next AGM for consideration and approval;
- x. The position of each sub-regional organization should be considered, bearing in mind that individual countries' views may diverge from the regional position. Countries should be given a platform as sub-regions to air their views, not as individual countries.

b) The African Forum on the Opening Up of The UPU to WPSPs Report

The report also contained details on the African Forum on the Opening up of the UPU to Wider Postal Sector Players under the theme **“Thinking Globally in Support of the Sustainability of the Postal Sector in Africa,”** which was held virtually on **19th April 2023**. The Forum’s overarching objective was to broaden the understanding of the implications of the Opening up of the UPU to WPSPs in the Postal Sector globally and to gather and benchmark on experiences of other Postal Regions.

The key takeaways from the Forum were as follows:

- i. How do we benefit from the Opening up of the UPU- capture the business market lost to private players;
- ii. Not all members are aware of the work being carried out on the Opening up of the UPU;
- iii. Restricted Unions have the opportunity and responsibility to inform and educate members on the subject to ensure that all countries have a voice on the issue;
- iv. It is essential to maintain the inter-governmental nature of the UPU by clearly outlining the responsibilities of each organ;
- v. The UPU has always been open to cooperation with WPSPs. The Consultative Committee (CC) is already participating in the work of the UPU, and more members are joining;
- vi. On opening up UPU products and services, members have concerns about the use of UPU services, e.g., IMPC codes and UPU forms, remuneration system;
- vii. Impact analysis needs to be done before opening some of the products and services, e.g., negative impact on USO;
- viii. There is a need for reciprocity in collaboration with the private sector, e.g., On interconnectivity and interoperability, Research;
- ix. There is a need for further work on the subject, assess the benefits, and come up with a clear roadmap for the future of the UPU;
- x. There is a need to consider the following factors as members tackle the subject at national level:
 - a. Postal social development;
 - b. Country obligations;
 - c. UPU products and services as well as standards;
 - d. Institutional policy and governance;
 - e. Supply chain integration and citizen experience;
 - f. Sovereignty and treaties signed.

- xi. Every country has the liberty to consider services and sectors they would like to open up in line with WTO rules, considering what is best for the citizens while maintaining the UPU's relevance;
- xii. Should the UPU be open, there is a need for fairness for all stakeholders involved.

The report further contained the UPU Task Force 3 meetings details, held during the CA S3 in June 2023 and July 2023. The main thrust of the discussions during those meetings was on **Workstream 1: Institutional Framework**, **Workstream 2: Products and Services**, and **Workstream 3: Reform as a continuum**.

The Strategy Committee deliberated on the report and agreed to create an Expert Team to develop an African position by 25 September 2023. The composition of the Expert Team is as follows: Egypt (Chair), Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Kenya, Malawi, Namibia, Senegal, South Africa, Tanzania, Uganda, and Zimbabwe.

Expressly, the committee agreed that the scope of the expert team on the Opening Up of the UPU to Wider Postal Sector Players shall be to study and provide necessary guidance as well as make relevant recommendations to the Member States in preparation for the fourth Extra Ordinary UPU Congress on the following Congress proposals 3 and 4: 15-107-1,15-108-1,15-109-1,15-113-1,15-114-1,15-115-1,15-120-1,15-121-1,15-122-1,15-123-1,15-124-1,15-125-1,15-126-1 and 15-133-1.

9.0 ICT Matters

The General Secretariat presented document **PAPU/ATC/SC/01/2023 - Doc No.08 on ICT Matters**. The main thrust of the paper was to request the Committee to note the establishment of the PAPU ICT Capacity Building Centre in the PAPU Tower and consider and approve the proposal to create an ICT Experts Team within the Strategy Committee to accomplish the Union's digitalization drive. The Experts Team would be responsible for technical aspects as opposed to focusing on the business side of the supply chain.

After noting the establishment of the PAPU ICT Capacity Building Centre in the PAPU Tower, the Committee deliberated in depth about the creation of an ICT Experts Team under the Strategy Committee since some members felt that the work of this Working Group would duplicate the work currently being carried out by the Digitalization and Innovation Working Group under the Operations and Technology Committee.

After deliberations, it was generally agreed as follows:

- a) Approve the creation of the Experts Team;
- b) Create a Task Team to critically examine the draft ToRs to ensure that there is no duplication, among others, with those of other Working Groups. The following members volunteered to look at the ToRs again: Botswana, Malawi, Uganda, and Kenya, while the General Secretariat will provide Secretarial services as usual;
- c) The team should also consider whether the proposal should be to create a Working Group under the Strategy Committee or a Task Force within the Digitalization and Innovation Working Group.

10.0 Strategy Review: Status of Implementation of the PAPU Action Plan 2022-2025

The General Secretariat presented document number **PAPU/ATC/SC/01/2023 - Doc No.09**, which highlighted that the Administrative Council, during its 40th ordinary session, approved a consolidated Action Plan for the Union for the period 2022-2025. It also highlighted that during the 2022/23 financial year, all Committees undertook various activities in implementing the Programme of Activities through their Working Groups and Task Forces.

Regarding the status of implementation of the activities during the period under review, the Committee noted tremendous progress made in implementing the Committees' activities, as presented in **Annex 3**.

11.0 DATE AND VENUE OF THE NEXT MEETING

The General Secretariat will communicate the date and venue of the next meeting of the Strategy Committee in due course once the line-up of meetings is finalized. Working Group meetings will be organized as necessary during the year.

12.0 ANY OTHER BUSINESS (AOB)

While commending the Chairperson and the Committee for the good work done during the meeting, Mali requested that the Strategy Committee think about ways and means of dealing with the issue of terrorism in Africa, which not only affects the citizenry but also the work of the Post.

13.0 ADOPTION OF THE COMMITTEE REPORT

The General Secretariat presented the report for adoption and Nigeria proposed the adoption, seconded by Malawi, Madagascar, Botswana, Zimbabwe, Senegal, and Burkina Faso.

A draft Resolution containing the recommendations made by the Committee is submitted to the Administrative Council for consideration and adoption. The draft resolution is attached to the Report as **Annex 3**. Mali proposed its adoption, and Namibia seconded the motion.

14.0 CLOSING

The Chair thanked the delegates for their active participation during the Committee meeting and specifically for coming up with resolutions that are pertinent to the enhancement of the work of the Working Groups and Task teams. She called upon the new Task Teams to ensure they adhere to the agreed timelines by when their assignments shall be concluded. This way the member countries shall be able to address the issues accordingly.

She thanked the Secretariate for their continuous support and for ensuring the documents are prepared in time and urged members to always respond to the Questionnaires sent by PAPU in a timely manner as failure to do this affects the outcomes of the studies they carry out.

IN-PERSON PARTICIPANTS

VIRTUAL PARTICIPANTS

Status of Implementation of Operations and Technology Action Plan 2022/2023

**COMMITTEE 1:
OPERATIONS & TECHNOLOGIES COMMITTEE (OTC) 2022-2023**

S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In progress	Not Done
REMUNERATION WORKING GROUP						
1.	Letter Post Remuneration System	• Unpack the Remuneration model	Q3 2022			
		• Outline rates for different letter post services, including value-added and supplementary services	Q3 2022			
		• Enumerate implications of the Remuneration System in Africa	Q4 2022			
		• Organize a Remuneration Working Group Meeting	Q4 2022			
		• Solicit feedback from Member States (Questionnaire)	Q1 2023			
2.	Parcel Post Remuneration	• Expound the Parcel Post Remuneration Model	Q2 2023			
		• Explain the Quality Performance system of the Parcel Post Remuneration system	Q2 2023			
3.	Integrated Product Plan	• Integrated Product Plan Model	Q4 2022			
		• Integrated Remuneration Plan	Q4 2022			

		<ul style="list-style-type: none"> Organize a Remuneration Working Group Meeting 	Q1 2023			
		<ul style="list-style-type: none"> Seek feedback from Member States (Questionnaire) 	Q1 2023			
DIGITALIZATION AND INNOVATION WORKING GROUP						
4.	Model Digital Post Office	<ul style="list-style-type: none"> Develop a Digital Post Office Model benchmarked from other regions and industries; Develop a Digital Transformation Framework and roadmap for the Posts of Africa; Adopt a streamlined postal digital transformation program Pursue coordinated implementation by Member States' DOs 	Q1 2023			
5.	Digital Infrastructure and modernization of operations	<ul style="list-style-type: none"> Provision of digitization environment and infrastructure within Member States to cover the following: <ul style="list-style-type: none"> Electrification and alternative power sources Internet connectivity Networking of offices Cloud computing 	Q2 2023			
		<ul style="list-style-type: none"> Participation in the Digitalization and Innovation projects in partnership with relevant industry stakeholders 	Q4 2022			
6.	Postal home-grown digital innovations	<ul style="list-style-type: none"> Develop own digital solutions: <ul style="list-style-type: none"> Software Applications 	Q2 2023			

		<ul style="list-style-type: none"> Participate in Innovation exhibitions and competitions like the World Summit on the Information Society (WSIS) 	Q3 2022			
		<ul style="list-style-type: none"> Organize a workshop on Digital Transformation and Financial Inclusion 	Q4 2022			
7.	Communication and Feedback on Digitalization and Innovation Progress	<ul style="list-style-type: none"> Members' active participation in the different projects <ul style="list-style-type: none"> Regional/Global Meetings on Innovation and Product Development Digitization implementation initiatives Information feedback from Member States on the implementation of the projects 	Annually			
PHILATELY WORKING GROUP						
8.	New trends and innovations in philately business	<ul style="list-style-type: none"> Share information on the latest global trends and innovations in philately 	Q1 2023			
		<ul style="list-style-type: none"> Share information on new philatelic products on the market and information on the World Association for Development of Philately (WADP) 	Q1 2023			
		<ul style="list-style-type: none"> Explore new markets for African philatelic products in partnership with other stakeholders 	On-going			
		<ul style="list-style-type: none"> Philately information feedback from Member States (Questionnaire) 	Q2 2023			
9.	Digitizing the Philately Business	<ul style="list-style-type: none"> Share information on current digitalization trends in the industry 	Q1 2022			
		<ul style="list-style-type: none"> Explore digital stamp products on the market 	On-going			

10.	Promotion of philatelic products	<ul style="list-style-type: none"> Promote philatelic products and activities on different platforms. 	On-going			
		<ul style="list-style-type: none"> Participate in joint stamp issues to promote African heritage and events 	2024			
		<ul style="list-style-type: none"> Organize stamp design competitions 	Q3 2022			
		<ul style="list-style-type: none"> Participation, by Member States, in philatelic activities organized by PAPU, UPU, fellow Members and other Organizations. (meetings/workshops/conferences/exhibitions) 	On-going			
11.	Illegal and counterfeit stamp issues	<ul style="list-style-type: none"> Share information on illegal and counterfeit issues 	Q2 2023			
		<ul style="list-style-type: none"> Craft strategies to eradicate illegal and counterfeit issues of African stamps 	Q2 2023			
12.	Sharing of best practices on Philately	<ul style="list-style-type: none"> Identify Member States excelling in the philately business to share experiences during workshops/ Committee meetings 	Q2 2023			
13.	Reviving Philately Business in Africa	<ul style="list-style-type: none"> Participation of more countries in the Working Group 	Q 4 2022			
SUPPLY CHAIN WORKING GROUP						
14.	Transport Matters	<ul style="list-style-type: none"> Provide guidelines for Service Level Agreements with airlines 	Q4 2022			
		<ul style="list-style-type: none"> Exchange of Electronic Advance Data (CARDIT, RESDIT) with airlines and maintenance of up-to-date EAD Compendium 	Q1 2023			

		<ul style="list-style-type: none"> Constitute National Contact Committees with transport stakeholders (Airlines, Aviation, Handling Agents etc.) 	Q2 2023			
		<ul style="list-style-type: none"> Consolidate reports on participation and feedback from PAPU /AFRAA Taskforce 	Bi-annually			
15.	Customs Matters	<ul style="list-style-type: none"> Share with DOs the streamlined international mail processing procedures for Customs 	Q4 2022			
		<ul style="list-style-type: none"> Member DOs to exchange Electronic Advance Data with partner DOs and Customs for items containing goods - ITMATT 	Q4 2022			
		<ul style="list-style-type: none"> Maintain an updated Customs Compendium by the Member States 	Q1 2023			
16.	Security Matters	<ul style="list-style-type: none"> High Cyber Security awareness by Members 	Q2 2023			
		<ul style="list-style-type: none"> Member participation in Regional/Global Meetings on Security matters 	Q3 2023			
		<ul style="list-style-type: none"> Security information feedback from Members (Questionnaire) 	Q1 2023			
17.	Quality of Service for Mail	<ul style="list-style-type: none"> Member Participation in Quality of Service link to terminal dues 	Q1 2023			
18.	E-commerce	<ul style="list-style-type: none"> Participation in ORE 3 Project 	Q4 2022			

Status of Implementation of Finance and Administration Action Plan 2022/2023

**COMMITTEE 2:
FINANCE AND ADMINISTRATION COMMITTEE 2022-2023**

S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In progress	Not Done
1.	Financial Statements	<ul style="list-style-type: none"> Preparation of Financial Statements 	Q1 2023			
			Q1 2024			
			Q1 2025			
2.	Annual/Quadrennial budget	<ul style="list-style-type: none"> Preparation of the Annual Union budget 	Annually			
			Q4 2022			
3.	Auditing	<ul style="list-style-type: none"> Auditing of annual financial statements 	Q2 2022			
			Q2 2023			
			Q2 2024			

RECOVERY OF OUTSTANDING CONTRIBUTIONS WORKING GROUP

4.	Current Annual Mandatory Financial Contributions	<ul style="list-style-type: none"> Collection of mandatory contributions for the 2022/2025 Cycle 	Quarterly			
5.	Outstanding Financial Contributions	<ul style="list-style-type: none"> Recovery of arrears of Mandatory financial contributions 	Beginning of Each financial year			
6.	Legacy Debt Recovery	<ul style="list-style-type: none"> Recovery of legacy Debt Engagements of high-level Government Officials 	As per Debt Avoidance and Management Framework (DAAMF)			
7.	Equity Cash for the construction of the PAPU house	<ul style="list-style-type: none"> Improved equity cash collection for the construction of PAPU house 	Q2 2023			
8.	Drive for new membership	<ul style="list-style-type: none"> Recruit and increase Member States and Associate Members 	2022-2025			

HUMAN RESOURCES MANAGEMENT WORKING GROUP						
9.	Human Resources Strategy	<ul style="list-style-type: none"> Aligning Human Resources Strategy to PAPU Strategy 	Q4 2023			
10.	Human Resources Policies Development	<ul style="list-style-type: none"> Updated Staff Rules and Regulations benchmarked with other International Organizations. Compliance with HR 	Q1 2023			
11.	Performance Management System	<ul style="list-style-type: none"> Adopt a Performance Management System 	Q2 2023			
12.	Staff Conditions of Service	<ul style="list-style-type: none"> Salary and benefits structure 	Q2 2025			
		<ul style="list-style-type: none"> Leave liability and administration 	Q2 2023			
		<ul style="list-style-type: none"> Occupational Health and Safety 	Annually			
		<ul style="list-style-type: none"> Employee communication and feedback 	Q3 2022			
13.	Staff Development and Training at General Secretariat	<ul style="list-style-type: none"> Skills Audit and development of balanced skills data base 	Q 4 2023			
		<ul style="list-style-type: none"> Succession planning and mentoring 	Annually			
14.	PAPU Member States' human capital training and development	<ul style="list-style-type: none"> Carry out a Survey on available experts on different fields within the Union 	Continuously			
15.	Pension Administration	<ul style="list-style-type: none"> Development of a comprehensive Pension Scheme for Union Employees Establish adequate Pension rules to govern the scheme 	Q1 2022			

Status of Implementation of Policy and Regulation Action Plan 2022/2023

**COMMITTEE 3:
POLICY AND REGULATION COMMITTEE 2022-2023**

S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In progress	Not Done
POLICY AND LEGAL HARMONIZATION WORKING GROUP						
1.	The Committee's Terms of Reference (TORs)	<ul style="list-style-type: none"> Take ownership of the Committee's ToRs Implement the ToRs 	2021/2022 to 2024/2025			
2.	Equip the Committee with Rules of Procedure	<ul style="list-style-type: none"> Consider the Draft Rules of Procedure Adopt the Rules of Procedure internally Present the Rules of procedure to the Administrative Council for adoption Implement the Rules of Procedure 	February to June 2022			
3.	Draft amendments to the Acts of the Union	<ul style="list-style-type: none"> Consider draft amendments to the Acts of the Union, the Staff Rules and Regulations, as well as the Rules of Procedure of the Conference and the Council 	2021/2022 to 2024/2025			
		<ul style="list-style-type: none"> Consider draft amendments to the Financial Regulations 				
		<ul style="list-style-type: none"> Present the recommendations to the Administrative Council and/or Plenipotentiary Conference for consideration 				

		<ul style="list-style-type: none"> • In partnership with the General Secretariat, monitor the process for approval of the Guidelines by the competent body of the African Union • Identify in order of priority, the areas to be harmonized as highlighted in the Guidelines • Monitor implementation of the Guidelines • Identify bottlenecks and propose appropriate actions to Council Propose detailed regulations to ensure implementation of the Guidelines • Consider the report on analysis of Africa's postal market as proposed in the Guidelines 				
	Monitor and implement the African Postal Guidelines	<ul style="list-style-type: none"> • Approve the theme of the Postal Regulators Forum proposed by the Secretariat • Participate in selecting panelists 	2021/2022 to 2024/2025			
	Participate in Organizing the African Postal Regulators Forum	<ul style="list-style-type: none"> • Ensure that the consumer is the main focus of products/services offered by the operator • Ensure the development of proper communication and claims management mechanisms by the regulator • (hotlines, claims management...) 	2021/2022 to 2024/2025			
	Develop a consumer protection policy	<ul style="list-style-type: none"> • Rules of Procedure for administrative and Technical Committees (Harmonization) 	December 2022			
	Harmonized Rules of Procedure in place	<ul style="list-style-type: none"> • Identify areas of cooperation • Submit them to Council for adoption 				
	Develop a Cooperation Framework for	<ul style="list-style-type: none"> • Make appropriate recommendations to the amendments proposed by Member States 				

	regulatory bodies	<ul style="list-style-type: none"> • Ensure that the interests of Member States are safeguarded 				
	Consider amendments related to the UPU Acts and Regulations	<ul style="list-style-type: none"> • Develop a framework to promote financial inclusion • Determine how to deal with new entrants (banks, telecommunications, operators, savings and loans schemes, etc...) 	2021/2022 to 2024/2025			
	Propose a regulatory framework for postal financial activities	<ul style="list-style-type: none"> • Prepare scope • Seek proposals from Member • Prepare draft policy and legal frameworks • Consideration and adoption of draft policy and legal frameworks 	May 2023			
	Introduce systems for assessment of performance and measurement of service quality	<ul style="list-style-type: none"> • Handover/Takeover Framework. 	March 2024			
	Handover/Takeover Framework in place.	<ul style="list-style-type: none"> • Handover/Takeover Framework. 	March 2024			

REGULATION DEVELOPMENT WORKING GROUP

4.	<p>The Working Group's Terms of Reference (TORs)</p>	<ul style="list-style-type: none"> • General Secretariat to develop a framework for monitoring/evaluating the implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council. • Draw up statuses of implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council. • Receive and consider statuses of implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council at the agreed frequency. 	2021/2022 to 2024/2025			
5.	<p>Oversee the implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council relating to Regulation Development.</p>	<ul style="list-style-type: none"> • General Secretariat to develop a framework for monitoring/evaluating the implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council. • Draw up statuses of implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council. • Receive and consider statuses of implementation of decisions, resolutions, and recommendations of the Plenipotentiary Conference and Administrative Council at the agreed frequency. • Recommend the theme of the Postal Regulators Forum proposed by the Secretariat • Participate in selecting panelists 				
			2021/2022 to 2024/2025			

6.	Participate in organizing the African Postal Regulators Forum	<ul style="list-style-type: none"> • Ensure that the consumer is the main focus of products/services offered by the operator • Ensure the development of proper communication and claims management mechanisms by the regulator (hotlines, claims management...) • Engage DOs and other stakeholders, such as Consumer Rights Groups. 	2021/2022 to 2024/2025			
7.	Develop a Model Consumer Protection Policy	Identify areas of cooperation <ul style="list-style-type: none"> • Within the Postal Sector • Across sectors 	May 2023			
8.	Develop a Cooperation Framework for regulatory bodies	<ul style="list-style-type: none"> • Develop a framework to promote financial inclusion • Determine how to deal with new entrants (banks, telecommunications operators, savings and loans schemes, etc...) 	Q 4 2022			
9.	Propose a regulatory framework for postal financial activities	<ul style="list-style-type: none"> • Prepare scope • Seek proposals on QOS standards and goals from Member States • Prepare draft standards and goals • Consideration and adoption of standards and goals for QOS 	December 2023			
10.	Set standards and goals for quality of service expected by operators;	<ul style="list-style-type: none"> • Prepare scope • Seek proposals on systems for assessment of QOS from Member States • Prepare a draft framework on assessment of QOS systems 	December 2023			

		<ul style="list-style-type: none"> • Consideration and adoption • of standards and goals for • QOS 					
11.	Introduce systems for the assessment of performance and measurement of service quality	<ul style="list-style-type: none"> • Enhance a system that fosters the development and capacity building of Regulatory staff • Identify areas of training • Benchmarking on industry trends and developments; • General Secretariat to coordinate in implementing Human Capital Development programmes. 	December 2022				
12.	Human Capital Development	<ul style="list-style-type: none"> • Enhance a system that fosters development and capacity building of Regulatory staff • Identify areas of training • Benchmarking on industry trends and developments; • General Secretariat to play a coordinative role in implementing Human Capital Development programmes. 	December 2022				

Status of Implementation of the Strategy Committee Action Plan 2022/2023

**COMMITTEE 4:
STRATEGY COMMITTEE (SC) 2022/2023**

S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In progress	Not Done
DISASTER RISK MANAGEMENT WORKING GROUP						
1.	Risk Identification	i. Monitor, review, and advise the Member States via the General Secretariat on the identified principal and emerging risks the Member States face and the recommended risk management strategies.	Q 3 2022			
		ii. Receive assessments on external sources of risk from the economy, cyber security, political climate, geological factors, etc.	Q 4 2022			
		iii. Consider periodic risk assessment reports and recommendations and submit them to the Committee;	BI-Annually			
2.	Risk Management Framework	i) Guide on the development of model risk management frameworks, policies, and strategies for Member States' adoption and implementation	Q 4 2022			
		ii) Guide Member States in ensuring inclusive, resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);	Q2 2023			

3.	Knowledge management and sharing	i) Recommend and guide on the organization of capacity-building sessions and workshops for knowledge sharing on Disaster and Risk Management;	Q 2 2023			
4.	Recovery Interventions and Mechanisms	i) Ensure that Information Management Systems (IMS), including Data Protection and Cybersecurity for disaster response and early recovery, and recovery are readily available, etc.	Bi-Annually			
INVESTMENTS AND PROJECTS WORKING GROUP						
5.	Conducting analytical assessments on Investment Profitability and Sustainability	i. Identify potential areas of investment that give a positive return on investment	Q 2 2023			
		ii. Ensure the soundness of investments of the Union at all material times and review all the investments undertaken in terms of the return-risk profile	Q 4 2022			
		iii. Determine the sustainability of identified projects/investments using appropriate tools like the Present Net Value (PNV), Internal Rate of Return (IRR), and the Payback Period, among others;	Q 4 2022			
		iv. Determine the nature and magnitude of a project/investment's social-economic benefit and determine the financial and economic impact on stakeholders	Q 1 2023			

		v. Assess the investment climate and analyze the potential impact of changes in foreign and domestic regulations as well as investment policies;	Q 1 2023			
		vi. Receive and analyze Project assessment reports and guide General Secretariat appropriately	Every six months			
		vii. Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities	Q 2 2023			
6.	Monitoring and Evaluation of Projects or Investments	i. Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects	Q2 2023			
7.	Knowledge management and sharing	i. Summarize reports on Investment opportunities & report to the Strategy Committee	Every three months			
		ii. Propose and guide the organization of workshops to sensitize stakeholders on Investment opportunities.	As necessary			

TASK FORCE ON OPENING UP OF THE UPU

8.	Engagement & Participation of Member States	i. Ensure the participation and pooling of expert resources of PAPU Member States	Q 3 2022	█		
9.	Preparation of the report of the TF to the 40th Administrative Council Session	i. Draft and submit a report to the 40 th Ordinary PAPU Administrative Council Session	Q 3 2022	█		
10.	Reports	i. Prepare relevant proposals taking into account policy, legal, regulatory, and operational points of view for consideration and deliberation at the Extraordinary Congress in 2023	Q 4 2022		█	
		ii. Examine the implications of opening up the Union to wider postal sector players, in African Member States, particularly in sustainability, cooperation, and interaction among stakeholders, and in ensuring satisfaction of customers' changing needs.	Q 1 2023	█		
		iii. Study, advise upon, and prepare a Congress proposal, if necessary, on the subject of the opening up of the Union to wider postal sector players (embracing areas such as labeling standards, data protection, and data storage, etc.	Q 2 2023	█		
		iv. Collate and co-ordinate the PAPU Member States' position on the subject of opening up of the UPU to wider stakeholders.	Q 2 2023	█		

Resolution No. .../PAPU/AC/XLI/2023
On Strategy Matters

The Administrative Council of the Pan African Postal Union (PAPU), during its 41st Ordinary Session in Arusha, United Republic of Tanzania from 29th to 30th August, 2023;

Recalling the establishment of the Strategy Committee by the 10th Plenipotentiary Conference in Victoria Falls, Zimbabwe by Decision No.04/PAPU/PC/X/2021 Creating two new Administrative and Technical Committees at the Pan African Postal Union (PAPU);

Further Recalling that the Terms of Reference (ToRs) of the Committee were approved by the aforementioned 10th Plenipotentiary Conference held in Victoria Falls, Zimbabwe;

Considering that the Committee continued its work for the cycle and held a meeting to deliberate on specific issues relating to Strategy;

Acknowledging that indeed the specific issues have been deliberated and agreed upon:

Do hereby adopt the Strategy Committee Report;

Further adopts the recommendations contained in the Report on the following:

a) Disaster Risk Management (DRM)

The Working Group should

- i. Continue developing the Disaster Risk Register;
- ii. Developing risk mitigatory measures as well as rank them in order of frequency of occurrence and/ or extent of damage;
- iii. Ensure that it is proactive by not waiting for disasters to occur and react afterwards.

b) Task Force on the Opening up of the UPU to Wider Postal Stakeholders

- iv. The Expert Team on the Opening up of the UPU to Wider Postal Stakeholders should come up with an African position by 25th September 2023;

- v. The Expert Team should study and provide necessary guidance as well as make relevant recommendations to Member States in preparation for the fourth Extra Ordinary UPU Congress on the Congress proposals by the set deadline.

c) Investments and Projects

- i. The Task Team created under the Investments and Projects should carry on with its task of identifying investment vehicles that yield higher rate of returns with lower risks;
- ii. Ensure that revenues generated from the PAPU Tower are clearly reflected in the Audited PAPU Statement of Accounts;
- iii. A detailed Return on Investment (ROI) needs to be done to evaluate the efficiency or profitability of the investment;
- iv. Revenue projections from the PAPU Tower should be well calculated;

Notes the following on the proposal to create an ICT Experts Team under the Strategy Committee:

- vi. Approve the creation of the ICT Experts Team”;
- vii. Create a Task Team to critically examine the draft ToRs to ensure that there is no duplication, among others, with those of other Working Groups.
- viii. The team should consider whether the proposal should be to create a Working Group under the Strategy Committee or a Experts Team within the Digitalization and Innovation Working Group.

Calls upon the Member States and the General Secretariat to implement the above recommendations;

Instructs the General Secretariat to coordinate the implementation of the activities of the Committee and update the 42nd Administrative Council.

Done in Arusha, Tanzania, on 30th August, 2023