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**REPORT OF  
THE 41<sup>ST</sup> ORDINARY SESSION OF  
THE PAN AFRICAN POSTAL UNION (PAPU)  
ADMINISTRATIVE COUNCIL**

Arusha, United Republic of Tanzania

29<sup>th</sup> to 30<sup>th</sup> August 2023

## **PRESENTATION NOTE**

The 41<sup>st</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) took place from 29<sup>th</sup> to 30<sup>th</sup> August 2023 at the Arusha International Conference Centre, United Republic of Tanzania. The Session was preceded by the Administrative and Technical Committee meetings held in a hybrid format from 24<sup>th</sup> to 28<sup>th</sup> August 2023. This report, to which all the Decisions, Resolutions, and one Recommendation are attached, summarizes the Session's proceedings.

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## 1. INTRODUCTION

The 41<sup>st</sup> Ordinary Session of the Administrative Council of the Pan African Postal Union (PAPU) was held from 29<sup>th</sup> to 30<sup>th</sup> August, 2023, at the Arusha International Conference Centre, at the kind invitation of the Government of the United Republic of Tanzania.

The Session was preceded by meetings of the Administrative and Technical Committees which were held from 24<sup>th</sup> to 28<sup>th</sup> August, 2023 in a hybrid format.

## 2. PARTICIPATION

The following Administrative Council Members participated in the session:

**Algeria, Benin, Botswana, Burkina Faso, Burundi, Democratic Republic of the Congo, Cameroon, Côte d'Ivoire, Ethiopia, Eswatini, Kenya, Madagascar, Malawi, Morocco, Namibia, Nigeria, Senegal, United Republic of Tanzania and Zimbabwe.**

The following members of the Administrative Council were absent: **Niger, Sudan, Tunisia and Zambia.**

The full list of Administrative Council Member States per region is attached as **Annex 1.**

The following PAPU Member States participated as observers: **Chad, the Republic of Congo, Egypt, Ghana, Guinea, Lesotho, Liberia, Mali, Mozambique, South Africa, and Uganda.**

The following partner organizations and restricted unions participated either physically or virtually: **AFRALTI, ATU, CRASA, EACO, PUMeD, SAPOA, and UPU.**

The full list of participants is attached herewith as **Annex 2.**

## 3. OFFICIAL OPENING CEREMONY

The Minister of Information, Communication, and ICT of the United Republic of Tanzania, Hon. Nape Moses Nnauye (MP), presided over the official opening ceremony. In attendance were the following dignitaries:

- The outgoing Chairman of the PAPU Administrative Council, **Mr. Richard Ranarisoan;**
- The PAPU Secretary General, **Dr. Sifundo Chief Moyo;**

The opening remarks and speeches are posted on the PAPU Website: <https://www.upap-papu.africa>

#### 4. OPENING REMARKS BY THE OUTGOING CHAIRMAN

The outgoing Chairman, **Mr. Richard Ranarison**, welcomed delegates and urged them to feel free, and actively participate in the Session's deliberations.

#### 5. CONFIRMATION OF QUORUM

Article 29 of the Detailed Regulations of the Convention (2018) stipulates that for the Sessions of the Plenipotentiary Conference and the Council, the quorum shall be made up of two-thirds of these organs of the Union. Two-thirds of the twenty-three Council Members translates to fifteen (15) members. After a roll call, it was confirmed that nineteen (19) Council Members out of twenty-three (23) representing 83% were present. Therefore, the quorum had been established.

#### 6. 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 the Secretariat of the meeting under the supervision of the two (2) rapporteurs. Consequently, the bureau was constituted by acclamation as follows.

- Chairman: Democratic Republic of the Congo Central Africa Region
- 1<sup>st</sup> Vice Chair: Ethiopia East Africa Region
- 2<sup>nd</sup> Vice Chair: Morocco North Africa Region
- Rapporteurs: Eswatini Southern Africa Region  
Benin West Africa Region

#### 7. REMARKS BY INCOMING CHAIRPERSON

In her acceptance remarks, the incoming Chairperson, Mrs. Sandra Tshibonge from the Democratic Republic of the Congo (DRC) brought warm greetings and expressed sincere appreciation and gratitude on behalf of the President of the Republic, His Excellency Mr. Felix Antoine TSHISEKEDI TSHILOMBO, to the Government and brotherly people of the United Republic of Tanzania, for the warm hospitality and all the facilities offered to all delegates since their arrival in Arusha.

She further extended her heartfelt gratitude to all Member States and partners of the Pan African Postal Union for taking the time to honour the invitation to this special 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council.

She then thanked the PAPU General Secretariat and the entire Organizing Committee of the 41<sup>st</sup> PAPU Ordinary Session for sparing no effort to provide all delegates with the best possible working conditions. She took the opportunity to thank all members of the PAPU Administrative Council, particularly the outgoing Chairman, Mr. Richard Ranarison of the Republic of Madagascar, as well as all Chairpersons of the PAPU Administrative and Technical Committees for the excellent work performed over the past year. She assured everyone that her team would continue the work, which began with the leadership of the Administrative and Technical Committees, and stressed that she would call on their wise counsel whenever the need arose.

The 41<sup>st</sup> Ordinary Session of the Administrative Council will primarily seek to assess the level of implementation of the Decisions, Resolutions, and Recommendations adopted during the 40<sup>th</sup> Ordinary Session held in July 2022 in Kinshasa, the Democratic Republic of the Congo, and also to adopt the PAPU programme of action and budget for the 2023/2024 financial year, she, therefore, called upon all Member States of the Administrative Council, all PAPU Member States and all participants attending the session to focus on PAPU's objectives to come up with frameworks that will better position our Union in the global postal ecosystem, while building synergies with other regions of the world. By so doing, we will be building PAPU into a more integrated, efficient, experienced, and digitally integrated African Postal Community. With these few remarks, she wished everyone an excellent and highly productive 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council.

The full version of her remarks is hosted on the PAPU Website: <https://www.upap-papu.africa>

## **8. ADOPTION OF THE AGENDA AND WORK PROGRAMME**

The Council adopted the draft agenda and work programme in document number **PAPU/AC/XLI/2023 - Doc No.1** as presented. The adopted agenda and Work Programme are attached as **Annex 3** to this report.

## **9. GOODWILL MESSAGES FROM PARTNERS**

The General Secretariat presented **PAPU/AC/XLI/2023 - Doc No.2** pursuant to the PAPU Convention, ARTICLE 23 – Cooperation with international bodies (2), which states that the Union shall collaborate with Restricted Unions, African Regional Economic Communities (RECs) and international entities whose interests and activities are related to postal services. The Council was informed that the Union has

relationships with some organizations, some of which were invited in their capacity as partners to participate as observers in the 41<sup>st</sup> Ordinary PAPU Administrative Council Session.

The following partners that were physically and remotely present during the Session delivered their goodwill messages to the Union:

- CRASA;
- EACO;
- PUMeD;
- SAPOA.

## **10. REPORT OF THE OUTGOING CHAIRMAN OF THE ADMINISTRATIVE COUNCIL**

The outgoing Chairman presented a report vide document **PAPU/AC/XLI/2023 - Doc No. 3** on the activities undertaken during his tenure in accordance with the provisions of Article 5 of the Rules of Procedure of the Administrative Council of the Union and Article 5 of the Detailed Regulations of the Convention which charges the Administrative Council with the responsibility of directing, controlling and coordinating financial and administrative activities of the Union, among others, in between Ordinary Sessions of the Plenipotentiary Conference.

In line with the aforementioned provisions, his office successfully carried out the responsibilities as follows:

- a)** Chaired the 40<sup>th</sup> Ordinary PAPU Administrative Council Session held in Democratic Republic of the Congo in July 2022 during which the following activities were considered and approved, among others:
  - i) The PAPU Day Theme for the Year 2023;
  - ii) The PAPU Programme of Activities for the 2022/2023 Financial Year;
  - iii) The Budget of the Union for the 2022/2023 Financial Year.
  - iv) Appointment of External Auditor
- b)** Mr. Ranarison also chaired the first part of the 41<sup>st</sup> Ordinary Session of the Administrative Council before the installation of the bureau as well as presented the Chairman's Report of activities undertaken during his tenure;
- c)** The following are highlights of activities that were carried out by his office during his tenure:
  - i. Had a Working Session with the General Secretariat Staff on 20<sup>th</sup> January 2023 at the Union's Headquarters in Arusha, during which time he also attended the PAPU Day Celebrations in Dodoma, United Republic of Tanzania
  - ii. He wrote reminder letters for recovery of outstanding mandatory contributions during the Working Session.



- iii. He wrote, as directed by the 40<sup>th</sup> Administrative Council, a letter to the Chair of the Plenipotentiary Conference relaying the AC's recommendation for the Admission of Benin, Democratic Republic of the Congo, and Morocco as members of the PAPU Administrative Council;
- iv. Approved payment of PAPU online bills using debit cards in October 2022;
- v. Convened two meetings on the change of date of the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council;
- vi. Approved cost variations for the "PAPU Tower" Project;
- vii. Approved the request for PAPU's Provisional Budget for the months of June 2023, July 2023 and August 2023 in line with the provisions of the Union's Statutes.

#### **d) Challenges**

It was also reported that during his tenure the following inherent challenges were encountered:

- i. Representation of Member States at the UPU Committees and 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, mainly to serve as Co-Chairpersons;
- ii. Representation of PAPU General Secretariat at the UPU meetings remains inadequate due to austerity measures imposed by the Council due to financial challenges;
- iii. The inadequacy of the current scale of assessment for annual mandatory financial contributions to the budget of the Union and the failure of Member States to pay contributions as and when due also continues to affect the smooth implementation of Union activities;
- iv. The advent of the Russia/Ukraine War, Civil Strife in some African Member States, natural disasters, and their untold ramifications on national economies and indirectly on the postal sector.

#### **e) Recommendations**

For the smooth running of the PAPU organization, the Chairman recommended as follows going forward:

- i. Payment of mandatory annual financial contribution to the budget of PAPU within the first six months of the financial year ending 30<sup>th</sup> 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 and Associate Members to avoid the 2% statutory surcharge for late settlement of annual contributions. Possible increase in the annual mandatory contributions of Member States to improve the cash flow of the Union given that the last slight review was during the 34<sup>th</sup> Ordinary Administrative Council held in Khartoum, Sudan in 2015;

- ii. Strong appeal to member states who are members of the POC & CA for more presence and effective participation at UPU meetings;
- iii. Sustained drive for more Associate Members to ensure sector-wide collaboration towards rapid development of postal services in Africa and attainment of the single global postal territory through public-private partnerships;
- iv. Appeal to Member States to deal with Natural disasters in line with the Disaster and Risk Guidelines developed by the Union.
- v. Finally, he expressed appreciation to the Government and people of the United Republic of Tanzania for Hosting the PAPU Headquarters.

During the discussion on the Chairman's Report, the Delegation of Mali raised an issue relating to the to the procedure that led to the admission of Benin, the DRC, and Morocco as members of the PAPU Administrative Council for the remainder of the 2021/2022-2024/2025 cycle. Their view was that the procedure for this admission is tainted by a formal defect. Indeed, the principle is that the Council membership is subject to election by the Plenipotentiary Conference. However, in the present case, this body was not consulted. They maintained that, consequently neither the Bureau of the Conference nor its chairperson can validate a candidacy to the Council. They questioned the application of Article 11 of the Detailed Regulations of the Convention which provides that the Secretary General, after consulting the Administrative Council, may consult the Member States on matters of an urgent nature, as they held that this was not an emergency.

After deliberations, the Council directed that the matter be referred to the Team of Legal Experts for consideration and advice to the Council.

**On item 12.d**" of the Chairman's Report, Burkina Faso suggested the addition of **".... terrorist attacks and civil strife"**

The Council adopted the Chairman's report by acclamation.

## **11. MATTERS ARISING FROM THE 40<sup>TH</sup> ORDINARY COUNCIL SESSION**

### **11.1 Matters Arising Report by the General Secretariat**

Matters arising from the 40<sup>th</sup> Ordinary Session of the Council were tabled vide document **PAPU/AC/XLI/2023 - Doc No. 4** in the form of the Status of Implementation of the Decisions, Resolutions, and Recommendations. It was noted that almost all directives had been implemented and that the same had been presented during Committee and Working Group meetings. The Status of Implementation was also presented during the General Secretariat's Annual Activity Report.

The Matters Arising Report was, therefore, duly adopted.

## **11.2 Presentation on the Preparations for the 4<sup>th</sup> Extraordinary UPU Congress in October 2023 in Riyadh Saudi Arabia**

The UPU representative, Mr. Amadou Bello, made a PowerPoint presentation on the preparations for the 4<sup>th</sup> Extraordinary UPU Congress in October 2023 in Riyadh Saudi Arabia which were summarized in 5 agenda items as follows:

### **Agenda item 1**

Under this Agenda item delegates were taken through the Extraordinary Congress Virtual Roadshow and Programme of the Roadshow which would also be held on 5<sup>th</sup> September 2023 by the UPU.

### **Agenda item 2**

Under this Agenda item, focus was on the fourth Extraordinary Congress (EC), especially on the Congress mandate and scope of proposals, Congress timetable, Structure of the fourth EC, Process matters such as Procedure for presenting credentials, Representation, Registration of Congress participants, Event Management Platform (EMP), Signing of the Acts at the Extraordinary Congress, among others.

### **Agenda item 3**

This item provided an explanation of restricted committees: C1 (Secretariat) & Committee 2 (drafting), their composition, functions before and during the fourth EC as well as the relationship between the Drafting Committee and the Plenary.

### **Agenda item 4**

Under this agenda item there was emphasis on substantive matters, especially on Opening up of the UPU to Wider Postal Sector Players, especially Congress Proposals contained in Congress-Doc 4 and related Congress proposals whose context and mandate is on:

- a. Workstream 1: Institutional framework
- b. Workstream 2: Products and services
- c. Workstream 3: Reform as a continuum

In addition to that, the presentation highlighted on Work Axes and PBI statement for Opening up of the UPU to Wider Postal Sector Players

The other substantive issues were Climate Action by the postal sector, Postal Financial Services Package, setting of Expenditure Ceiling for the next financial period (2024–2025) and urgent postal sector issues such as Integrated Product Plan (IPP) and Freedom of transit.

### **Agenda item 5**

Under this Agenda item, the presentation focused on Logistical as well as Safety and Security in Saudi Arabia during the Congress.

In conclusion, the presentation was noted by the Council after clarifying on the following two issues raised by Kenya:

- i. **On the deadline for the presentation of Credentials-** It was clarified that the deadline for the presentation of credentials is set on 15<sup>th</sup> August 2023 and has been left open until the beginning of the Extraordinary Congress;
- ii. **On the Chairman and Vice-Chairman of the Credentials Committee (Chair: Japan and Vice-Chair: Azerbaijan),** where it was ordinarily supposed to have the two Countries as Co- Chairs of the Committee-The Council was informed that this would be clarified during the Congress in Riyad.

## **12. REPORT OF ACTIVITIES OF THE GENERAL SECRETARIAT FOR THE 2022/2023 PERIOD**

The Secretary General presented the Report on the General Secretariat contained in document **PAPU/AC/XLI/2023 - Doc No. 5**. The report highlighted the following main issues:

- a) Reference to article 9 of the convention of the union that outlines the objectives of the Union;
- b) Strategic Issues;
- c) Union Membership drive;
- d) Non-payment of mandatory contributions;
- e) Environmental risks;
- f) Financial Management;

- g) Remuneration Activities;
- h) The African Postal Regulators Conference,
- i) Opening up of the UPU to Wider Postal Sector Players;
- j) Key Projects;
- k) Development Cooperation and Stakeholder engagement;
- l) Implementation Status update for Decisions, Resolutions and Recommendations;
- m) Information Technology;
- n) Communications Activities;
- o) Human Resources Management;
- p) International Conferences, Meetings and Workshops;
- q) Conclusion and Outlook for next Financial Year – 2023-2024.

The Report was adopted after the following comments/observations/questions from the floor were responded to:

- i. **On the Study on the Improvement of Digitalization for Postal Services in Africa Project** - The General Secretariat noted the need to be proactive on the recommendations and it was clarified that this was on course;
- ii. **On the PAPU/AFRAA Relationship** - Emphasis was placed on the need to enhance the relationship with African Airlines Association (AFRAA) as well as the African Civil Aviation Commission (AFCAC) in the interest of efficient and Safety & Security of mail circulation on the African continent;
- iii. **On the ICT Capacity Building Centre** - the General Secretariat noted the need to incorporate broadband courses as well as policy and regulatory matters in the curriculum;
- iv. **On the strategy regarding the mandatory equity contributions towards the PAPU Tower** - It was clarified that the money that will be contributed henceforth will be deposited into the PAPU Reserve Fund in line with the standing resolution;
- v. **On the need to recruit youthful members of staff** – There was an encouragement for General Secretariat to recruit youthful staff members. The Council was advised that this would be possible if Member States forwarded applications that met this criterion seeing that there was a proposal to reduce the number of years of experience presented to the Council by the Chairperson of the Finance and Administration (FAC) later under the substantive agenda item for consideration and adoption;

- vi. **On the need to embrace Gender Parity in recruitment of Staff** - the General Secretariat responded by stating that this is being adhered to but also called on Member States to address this requirement when submitting candidates for recruitment since adverts are addressed to Member States and NOT to the general job market;
- vii. **On the operations of the PAPU Staff Association (PSA)** - This was responded to by stating that the PSA will henceforth also be tabling their Report to the Council via the appropriate PAPU Governance Structures;
- viii. **On the PAPU Tower Project**- there was need to be create new terms for its management after the inauguration to which the Secretary General assured the meeting that the management of the property will be done by a Board which will ensure that it is managed efficiently;
- ix. **On the Disaster and Risk Management** - It was suggested that PAPU should consider establishing a Fund to assist Member States affected by catastrophes.

The Activity Report of the General Secretariat and a resolution adopting the same are attached as **Annex 4**.

### **13. CONSIDERATION AND ADOPTION OF REPORTS AND RECOMMENDATIONS OF TECHNICAL COMMITTEES INCLUDING FORUMS**

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

#### **13.1 Operations and Technology Committee Report**

The third Operations and Technology Committee Meeting of the cycle was held on 24<sup>th</sup> August 2023 at the Arusha International Conference Centre, Arusha, United Republic of Tanzania.

The 41<sup>st</sup> Ordinary Council Session took note of the Operations and Technology Committee report which was presented by the Committee Chair, Nigeria. The report focused on the following main issues:

##### **13.1.1 Progress Report on the Programme of Activities of the Operations and Technology Committee (2022/23)**

The Committee noted the considerable progress made on implementation of the Committee Action Plan through its four Working Groups and a Task Force. The progress report is submitted to the Administrative Council for noting and is attached to the Committee Report as **Annex 2**.

### **13.1.2 Remuneration Working Group (RG) Report**

The Committee considered and adopted the report of the Remuneration Working Group which covered the following main areas:

- a) Report on Remuneration Workshop;
- b) Letter Post Remuneration Questionnaire Review;
- c) Key issues from UPU Remuneration Integration Group:
  - a. Tracked delivery service – support of the proposal to make the service mandatory at the Riyadh Extra Ordinary Congress. QSF can support projects on tracked delivery service hence Member States may benefit by funding projects to purchase equipment and systems to enhance track and trace;
  - b. Egypt’s proposal to use EMS domestic rates as a base for calculating terminal dues rates for Group IV countries;
  - c. Low response rate to UPU remuneration surveys by African countries.

The **recommendations** emanating from the report were as follows:

- i. Designated Operators (DOs) need to pay attention to the specific articles of the Convention to understand the principles under each remuneration system;
- ii. Designated Operators should take note of the contents of IB Circulars for each remuneration system;
- iii. Important deadlines for submitting information to the International Bureau for each remuneration system should be observed;
- iv. Member States should support the proposal to make tracked delivery service mandatory at the Riyadh Extra Ordinary Congress considering that Designated Operators will receive extra remuneration for scanning EMD event for the first 2 years;
- v. Member States should complete the EMS Domestic tariff questionnaire circulated by the UPU International Bureau whose reminder was also sent by PAPU General Secretariat.

### **13.1.3 Analysis of Letter Post Remuneration Questionnaire**

The Committee received the General Secretariat report on the Analysis of the Letter Post Remuneration Questionnaire circulated to Member States in April 2023. At the time of the analysis, twenty-three (23) responses had been received, representing 51% of PAPU Member States.

It was recommended that Designated Operators should complete questionnaires circulated by either the UPU or PAPU General Secretariat to ensure that African views are included in remuneration studies and surveys.

### **13.1.4 Digitalization and Innovation Working Group (DIG) Report**

The Committee considered and adopted the Digitalization and Innovation Working Group Report which focused on the following main areas:

- IFAD Financial Services Webinar;
- Forthcoming events on Financial Services;

- Review of Questionnaire on Digitalization of Postal Services;
- Study on improvement of digitalization of Postal Services in Africa;
- Integrated E-commerce Platform for Africa;
- Smart Post Office Project: Digitalization Experience Sharing and Benchmarking.

Burkina Faso proposed the creation of an African platform to share experiences and success stories on digitalization and development of e-products and services giving examples of I-DOC in Burkina Faso and E-DOC in Côte d'Ivoire.

On the E-commerce platform for Africa, Botswana proposed integration of the existing platforms in different African countries and the use of joint partners to ensure interoperability.

The following was **recommended**:

- Designated Operators should attend Global Financial Services fora to keep abreast with developments in the global market and benchmark on best practices;
- Regulators and Governments should recognize the Post as a partner in enhancing financial inclusion through the provision of remittance and other financial services; hence they should provide an enabling environment and appropriate regulations;
- Digital transformation in the provision of financial services is the global norm hence, Post Offices in Africa should not be left behind;
- Development partners should collaborate with the Post to provide financial services in marginalized areas.

### **13.1.5 Status Report on Digitalization in Africa**

The Status Report on the Digitalization of Postal Services in Africa was presented by the General Secretariat and considered by the Committee. The report was an analysis of a questionnaire circulated in May 2023 whose objective was to elicit and collate information on the Digitalization of Postal Services in Africa to establish the status in the Member States and use the information obtained as a baseline for interventions.

At the time of the analysis, twenty-six (26) responses had been received, representing 58% of PAPU Member States. The status report is submitted to the Administrative Council for noting and is attached to the Committee report as **Annex 3**.

It was recommended that all Designated Operators should complete the questionnaire on the status of digitalization of postal services in Africa for the General Secretariat to have a clear picture on the situation.

### **13.1.6 Promotion of Philately Working Group (PPG) Report**

The Committee received and adopted the Promotion of Philately Working Group Report and the following were the salient issues in the report:

- Status of Implementation of Working Group Action Plan:
  - Webinar on Digitization of Stamps;
  - Forthcoming Philately Events.
- African Philately Conference:



- Report of the African Philately Conference 2022;
  - Organization of the African Philately Conference 2023.
- iii. Digitalization of Philately Activities: Experience sharing on Digitalizing Philately.

The following were the recommendations emanating from the report and discussions:

- i. Member States should physically and actively participate in global philatelic activities and the Africa Philatelic Conference to develop further and promote African Philately;
- ii. Designated Operators should digitize their philatelic products in collaboration with the UPU and renowned industry partners in line with global trends.

### **13.1.7 Report on the Joint Commemorative Stamp Issue on the Commissioning of PAPU Tower**

The Committee considered the Report on the Joint Commemorative Stamp Issue to mark the Commissioning of the PAPU Tower which was presented by the General Secretariat. The joint stamp was launched by the President of the United Republic of Tanzania, Her Excellency Dr. Samia Suluhu Hassan on 2<sup>nd</sup> September 2023.

Seven (7) Designated Operators namely Algeria, Egypt, Morocco, Nigeria, Senegal, Tanzania and Zimbabwe issued the stamp.

It was recommended that Designated Operators should participate in annual joint stamp issues to promote African heritage and events.

### **13.1.8 Supply Chain Working Group (SCG) Report**

The Committee considered and adopted the Supply Chain Working Group Report whose highlights were:

- i. Status of Implementation of the Supply Chain Working Group Action Plan:
  - Security Workshop Report;
  - Operational Efficiency and E-commerce Development Project (ORE 3);
  - Electronic Advance Data (EAD) and Customs Declaration System (CDS) Workshop Report;
  - Mail Transportation:
    - Report on Transport webinar;
    - Report on the PAPU-AFRAA Task Force meeting.
- ii. Key Issues from the UPU Supply Chain Committee;
- iii. Supply Chain Success Stories: Sharing of experiences and benchmarking
  - E-commerce;
  - End-to-end digitalized distribution service (Track and Trace).

The Committee noted that, on ICS2 referral messages, EU countries were imposing complex and expensive operations on non-EU DOs, which contradicts and is in violation of the Freedom of transit and

Single Postal Territory principles as stated in UPU Constitution and Convention. The ICS2 regulations also provides preferential treatment to EU member countries.

Therefore, the Committee recommends that African Member States should not support the proposal during the Riyadh Extra Ordinary Congress

The recommendations emanating from the Working Group Report were as follows:

- i. Designated Operators must constantly update the different compendia to ensure efficient operations and supply chain integration (Transport Compendium, Customs Compendium, Letter Post Compendium, Parcel Post Compendium ...);
- ii. Designated Operators should develop and sign Memoranda of Understanding (MoUs) with their national Customs authorities in line with the WCO–UPU guidelines for an MoU at the national level;
- iii. Member States should ensure compliance with Electronic Advance Data (EAD) standards and continuously report progress and implementation of workshop recommendations through feedback meetings;
- iv. The General Secretariat should take up matters with the Specialized Technical Committee (STC) for Ministers in Charge of Posts and ICT regarding how customs matters can be tackled at the regional level as well as at the DO level;
- v. African Member States should not support Congress Proposal 20-4-1 during the Riyadh Extra Ordinary Congress since it is in violation of the freedom of transit, provide preferential treatment for EU countries and impose complex and expensive operations on non-EU DOs, which contradicts the Freedom of transit and single postal territory principles.

### **13.1.9 PAPU/AFRAA Activities Report.**

The committee considered and adopted the PAPU/AFRAA task Force report. The main areas covered by the report were:

- i. Recapping of the Terms of Reference (TORs)
- ii. Action Plan for the Period 2022-2025
- iii. Supply Chain Activities: Transport
  - Service Level Agreements between DOs and Airlines
  - Exchange of EDI Messages with Airlines
  - Payment of Conveyance Dues by DOs
  - Report of the Q4 AFRAA Cargo Task Force Meeting

The **recommendations** were as follows:

- i. Designated Operators should enter into formal agreements with airlines using the UPU/IATA Framework Agreement and its Guidelines;
- ii. Designated Operators should exchange electronic information with airlines to achieve mail visibility and paperless exchange of information (Paperless Transport);

- iii. Designated Operators should ensure that they settle mail conveyance dues with airlines to maintain efficient transportation of mail and cordial relations;
- iv. AFRAA should facilitate the exchange of Electronic Advance Data (EAD) with African airlines to ensure visibility of mail in the supply chain as well as compliance with UPU Regulations;
- v. PAPU and AFRAA should fulfil the conditions of their MoU and continue collaborating to ensure the efficient conveyance of African mail.

The Council adopted the report and the Resolution on Operations and Technology Committee Matters.

The Resolution on the **Operations and Technology Committee** is attached herewith as **Annex 5**

### **13.2 Finance and Administration Committee Report**

The third Finance and Administration Committee meeting during the 2021-2025 quadrennial cycle was held on 25<sup>th</sup> and 28<sup>th</sup> August 2023 at the Arusha International Conference Centre, Arusha, United Republic of Tanzania. The Committee Chairperson, Tanzania, presented the following main issues to the 41<sup>st</sup> Ordinary Session of the Administrative Council:

- i) The Committee noted that the following decisions taken by the 40<sup>th</sup> Administrative Council have been implemented:
- ii) Enhancement of Education allowance paid to staff serving in their country – Decision No.01/PAPU/AC/XL/2022
- iii) The implementation of the decision approving staff recruitment to the PAPU General Secretariat on Secondment at the full cost of the sponsoring Member States is ongoing.

#### **13.2.1 Report of the Working Group on Recovery of Outstanding Mandatory Contributions**

The meeting noted with concern the growing amount of outstanding mandatory financial contributions of Member States and Associate Members and vowed to ensure that the Working Group works closely with Member States to redeem the arrears of unpaid contributions to improve the Union's liquidity.

Regarding other outstanding contributions, it was discussed and agreed that mere reminders are not enough to sensitize Member States to settle their arrears effectively. Members proposed that the General Secretariat benchmark from other Intergovernmental Organizations like UPU on the strategies used to collect their Outstanding Mandatory Contributions, and this should be done by 31 December 2023.

The General Secretariat was encouraged to continue interacting with indebted members one-on-one, especially during physical meetings and workshops.

The General Secretariat was requested to follow up with the new management of postal administrations, especially when there is a change of government, to pursue reinstatement of their relationship with the Union and payment of their mandatory contributions.

The Committee noted that there are few responses to the questionnaire circulated by the General Secretariat to obtain information that will assist in the distribution of invoices to the appropriate designated Agency that is directly responsible for the payment of each Member State's mandatory contribution.

Member States that have not paid their mandatory equity cash contribution to PAPU House totaling USD 316,245.34 were urged to settle them without delay. The Committee also emphasized on the use of multiple ways to reach Member States including constant follow-ups and reminders.

The Committee noted with concern that only 9 Member States have so far responded to the questionnaire circulated in August 2022 on the change of the financial year of the Union. Members that have not responded to the questionnaire were urged to do so as a matter of utmost urgency given that a decision on this important issue will be taken by the next Plenipotentiary Conference. The General Secretariat will re-circulate the questionnaire to all the Member States that have not submitted their opinion to do so within one month.

The Committee examined the request for conversion of Liberia's outstanding mandatory contributions towards resuscitation of the postal infrastructure that was devastated by war. Other reasons given are decline in Liberia's major export, negative effect of Ebola and the global COVID-19 pandemic. Members expressed divergent opinion on waiving of outstanding contributions and the absence of a clear recommendation that will be taken to the Council on this matter. Clarifications were provided on what the position of the Committee should be on such matters considering that further deliberations at the Council level is necessary before the appeal can be submitted to the Plenipotentiary Conference for ultimate decision. Having noted that similar gestures were extended to Mozambique and Eswatini in the past and that the Consultant who carried out a study on the reforms and improvement of the finances of the Union made recommendation on the need to convert interested Member States outstanding contribution into viable domestic postal projects, the Committee resolved as follows:

- i. That Liberia endeavours to pay at least some amount, no matter the amount, out of their outstanding contributions as a sign of good faith and commitment towards abiding by their pledge;
- ii. Liberia starts payment of annual mandatory contributions with effect from 2023/2024 financial year and ensures that it does not default in subsequent financial years;
- iii. That the Administrative Council may consider and recommend the conversion of Liberia's outstanding mandatory contributions totaling USD 335,408.97 into the resuscitation of the postal infrastructure of the Republic of Liberia, which will be monitored by the Union through the General Secretariat;

An annex with a Draft recommendation on converting Liberia's outstanding Mandatory Contribution towards the resuscitation of postal infrastructure is attached.

### **13.2.2 Report of the Working Group on Human Resources Management**

The Committee received and deliberated on the report submitted by the Human Resources Management Working Group and made the following observations:

- i. The ongoing capacitation of the General Secretariat through secondment at the full cost of the sponsoring Member State which resulted in the secondment of a Communication Officer from Tanzania and a Digital Transformation and Financial Inclusion Officer from Senegal should continue through re-advertisement of the remaining vacant positions that are scheduled for both secondment and recruitment.
- ii. Need for amendment of the Staff Rules and Regulations in order to address some critical issues that will improve the recruitment of new staff, especially with respect to the removal of the PhD qualification as a criterion for recruitment, reduction of the working experience for different categories of professional staff to attract young and vibrant age, adherence to experience obtained at Management level for staff to be recruited at Head of department level. In this regard, half of the ten years' experience for staff with Master's degrees must have been obtained at a management level-position.

- iii. Giving priority to equal gender 50:50 balance and ensuring adherence to the PAPU Statutes with regards to representation of all sub-regions at the General Secretariat, in recruiting staff as long as applications are received from staff that fall into this category to avoid derailing the main objective of the exercise.
- iv. Circulation of Notice of Vacancy to Member States for at least three months to enable wider and enlarged participation by all Member States. Member States with longer procedures for scrutinizing applications, recruiting/appointing replacements for outgoing staff and those who require approval from higher authorities were encouraged to review and shorten these processes. Member States are also required to scrutinize all applications from candidates in their country and recommend only the most suitably qualified candidate for each vacant position.
- v. The need to ensure adequate motivation for long serving staff that were stagnated at the last step of their salary grade by ensuring their advancement in line with the Staff Rules and Regulations of the African Union.
- vi. Conclusion of the work done by the Policy and Regulation Committee on PAPU Staff Pension Fund Rules and the subsequent recommendation from the Human Resources Management Working Group.

The Committee adopted the following draft decisions:

- Amendment of the Staff Rules and Regulations attached as an annex;
- Adoption of Pan African Postal Union Staff Pension Fund Rules contained in an annex.

### **13.2.3 Report on the Construction of PAPU Tower**

The Committee noted the report and appreciated all the efforts that were made to ensure completion of the project prior to its scheduled inauguration by the President of the United Republic of Tanzania, Dr. Samia Suluhu Hassan.

The Committee urged all the Member States that have not paid their mandatory equity cash contribution totaling USD 316,245.34, to settle them in order to reduce the financial burden created by the depletion of the Union's Reserve Fund.

Members and Partners who made donations in cash and kind were acknowledged and appreciated.

Members appreciated the United Republic of Tanzania for their extra contribution to the project beyond their expected contribution as partner totaling USD 8,402,765.15 which will be recovered first before the partners start sharing the income from the investment in the ratio of 60% to 40% for PAPU and TCRA respectively.

The Committee took note of the variations that arose during the construction of the building which were duly submitted to the Chairperson of the Administrative Council for approval in line with Resolution No.06/PAPU/AC/XL/2022 of the 40<sup>th</sup> Ordinary Administrative Council, and resolved to recommend the draft resolution on Variations Arising from the Construction of PAPU Headquarters building (annex), to the 41<sup>st</sup> Administrative Council for consideration and approval;

#### **13.2.4 Draft Annual Budget for 2023/2024 Financial Year**

In accordance with the Terms of Reference of the Committee, all the budgeted activities presented by the General Secretariat for the 2023/2024 financial year were examined and scrutinized in detail. The Committee noted that the budget will facilitate the relocation of the General Secretariat to the newly completed PAPU Tower, enable the establishment of the ICT capacity Building Centre and also cater for the increased running cost of the General Secretariat without additional cost implication for Member States.

Members expressed opinion on the underlying assumptions used for the preparation of the budget, the level of uncollected income in previous years and its effect on the ability of the Union to implement approved programmes and activities.

It was noted with concern that more than half of the Member States do not pay their annual mandatory contributions considering that 85% of the budget is hinged on mandatory contributions from Member States and Associate Members.

The Working Group on the Recovery of Mandatory Contribution and the General Secretariat were urged to engage indebted members and explore more opportunities for recovery of Mandatory Contributions. It was resolved that both the General Secretariat and Member States shall engage indebted Members on

one-to-one interaction and sensitize them on the need to settle their mandatory contributions and also participate in the activities of the Union.

Having noted that the total budget presented by the General Secretariat is less than the ceiling approved by the 10<sup>th</sup> ordinary Plenipotentiary Conference by USD 4,134.00, the Committee resolved to recommend the USD 1,942,623.00 presented by the General Secretariat to the 41<sup>st</sup> ordinary Administrative Council for approval. The Committee urged the General Secretariat to prioritize the expenditure in line with the income generated during the financial year.

The draft decision on the approval of the Budget of the Union for the 2023/2024 financial year that was adopted for recommendation to the Council is attached as an annex.

#### **13.2.5 Report of the External Auditor on the Financial Statements of the Union for the year ended 31<sup>st</sup> May 2022**

The Committee observed that the External Auditor's report was not qualified. It was further observed that one out of the five issues raised in the Management letter have been addressed and closed.

The Committee also noted with concern the emphasis of matter which indicates that the Union has not received financial contributions from Member States amounting to USD 5,130,407 (USD 4,870,914 in 2020/2021) and appealed to all the concerned Member States to pay their annual and outstanding contributions as and when due.

On the issue of provision for doubtful debt, it was clarified that there is provision amounting to USD 3,212,438.00 out of USD 5,130,407.00 mandatory outstanding financial contributions. This is done in line with the Financial Regulations of the Union.

The Committee also considered the Draft Decisions on the approval of the Audited Accounts and on the appointment of the External Auditor and recommended them for consideration and adoption by the 41<sup>st</sup> Ordinary Administrative Council. The two draft Decisions are:

- i. Approval of the Pan African Postal Union's audited accounts for the 2021/2022 financial year. A draft decision is attached as an annex.
- ii. Renewal of the appointment of Ernst & Young as the External Auditor for the auditing of the 2022/2023 financial year. A draft resolution is attached as an Annex.



### **13.2.6 Interim Financial Statements of the Union for the Period 1<sup>st</sup> June 2022 to 31<sup>st</sup> May 2023**

The Committee examined the unaudited financial statements for the year ending 31<sup>st</sup> May 2023 and observed an unaudited surplus amounting to USD 622,533 (2022/2023: USD 166,938). The Committee further noted that the substantial surplus arose from additional income received as a mandatory equity cash contribution to the PAPU Headquarters Tower project during the financial year.

### **13.2.7 Summary recommendations made to the Administrative Council**

The Committee adopted and recommended the following Decisions and Resolutions to the 41<sup>st</sup> Ordinary Session of the Administrative Council:

- Approval of the budget of the Union for the 2023/2024 financial year;
- Approval of the Accounts of the Pan African Postal Union for the 2021/2022 financial year;
- Appointment of the External Auditor;
- On Variations Arising from the Construction of the PAPU House building.

The Committee also adopted the following Recommendation for presentation to the 41<sup>st</sup> Ordinary Session of the Administrative Council:

- On Appeal for Conversion of the mandatory outstanding contributions of the Republic of Liberia towards the resuscitation of Postal Infrastructure - Recommendation N°01/PAPU/AC/XLI/2023

All the Decisions/Resolutions and Recommendation were adopted by the Council and are attached to this report as **Annex 6**

### **13.3 Policy and Regulation Committee Report**

The Council took note of the **Policy and Regulation** Committee report presented by the Committee Chair, Kenya.

The report focused on the following main issues:

Presentation of **Policy and Legal Harmonization Working Group Report** focused on the following main issues

- i. Approval of Harmonized Committee Rules of Procedure;
- ii. Approval of PAPU Staff Pension Fund Rules;
- iii. Membership of PAPU Administrative Council;

- iv. Revision of PAPU Acts on decision-making between the Administrative Council and the Plenipotentiary Conference;
- v. Revision of PAPU Acts to introduce online meetings and voting;
- vi. Approval of harmonized Terms of Reference of the Postal Regulators and CEOs Fora;
- vii. Adoption of Working Group report;

The Council took note of the following points in the Working Group's report:

- i. Benin, Morocco, and the DRC are now members of the Administrative Council for the rest of the 2021/2022-2024/2025 cycle;
- ii. Two (2) seats remain vacant, and the General Secretariat is requested to continue efforts to fill them;
- iii. Presentation to the Administrative Council of proposed amendments to the Acts;
- iv. Satisfactory implementation of the Working Group Action Plan, for which the presentation needs to be improved.

Presentation of **Report of Working Group on Regulation Development**, which highlighted the following main points:

- i. General Secretariat's memo on the establishment of thematic teams to work on regulation documents;
- ii. The African Postal Regulators Conference, followed by the UPU Capacity-Building Workshop, from 23 to 24 May 2023 in Dakar (Senegal);
- iii. Adoption of the Working Group report.

The Committee noted its satisfaction with the following:

- Broad participation of Member States in the four thematic regulatory groups proposed by the General Secretariat;
- CRASA's participation in all the thematic groups and its support for PAPU by providing it with regulatory models to guide studies;
- The General Secretariat's appeal to all the sub-regional postal organizations to draw on their expertise; the committee requested that those that have not yet done so be contacted again to obtain their models, as the documents to be drawn up are intended for the continent;

- Smooth running of the African Postal Regulators' Conference and the highly relevant recommendations that emerged therefrom. The Committee invited all regulators to consider them carefully with a view to possible implementation.

The status of implementation of the Committee Action Plan was presented, albeit with the following observations:

- For ongoing activities, the completion dates should be clearly stated;
- For activities not started, the starting date should be stated for effective monitoring;
- Draw up an annual performance plan to better monitor the implementation of the action plan.

**Recommendations:** The Committee made the following recommendations:

- i. Forward the harmonized Rules of Procedure of the Committees to the Administrative Council for adoption;
- ii. Forward the Staff Pension Fund Rules to the Finance and Administration Committee for further action;
- iii. Forward the proposed amendments to the Acts of the Union to the Administrative Council for further action. The following aspects were addressed:
  - a. Add “online meeting and voting”, clearly explaining that meetings may be held in-person, online, or in a hybrid format;
  - b. Along the same lines, redefine the terms “session” and “seating”;
  - c. The principle of in-person meetings for proceedings of the Plenipotentiary Conference and the Administrative Council.
  - d. The principle of in-person, online, or hybrid meetings for proceedings of Committees and Working Groups, depending on the circumstances, is left to the discretion of the General Secretariat.
- iv. Membership of PAPU Administrative Council;
  - a. Take note of the admission of Benin, DRC, and Morocco as members of the PAPU Administrative Council, representing West, Central, and North Africa sub-regions, respectively, for the remainder of the 2021/2022-2024/2025 cycle.
- v. Forward ToRs for the Postal Regulators and Postal CEOs forums to the Administrative Council for adoption.

Before the adoption of the Report, the Chairman drew the attention of the Secretariat to the fact that in the Resolution on amendment of the Acts, we were supposed to specifically be seeking the amendment to include “virtual meeting attendance and voting” but not to be generally seeking to amend the Acts, as that power is already granted by the Acts themselves.

The Resolutions on Policy and Regulation matters were adopted with the above amendments and are attached to the report as **Annex 7**

#### **13.4 Strategy Committee Report**

The third Strategy Committee meeting of the Cycle was held on 25<sup>th</sup> August 2023 in Arusha, Tanzania. Uganda, the Vice-Chair of the Committee, chaired the meeting on behalf of the Chair, Tunisia. The meeting focused on the following areas, which were contained in the Report presented to the 41<sup>st</sup> Ordinary Session of the Pan African Postal Union Administrative Council:

- a) Progress Report on the Programme of Activities of the Strategy Committee (2022/2023);
- b) Investments And Projects Working Group Report;
- c) Presentation of the PAPU Investment Report;
- d) The PAPU Tower Construction Progress Report as of 30<sup>th</sup> July 2023;
- e) PAPU Tower Investment Prospects/Opportunities Framework;
- f) Disaster and Risk Management Working Group Report;
  - o Emergency Meeting after the Cyclone Freddy;
- g) The Disaster and Risk Management Working Group Meeting Report;
  - o Emergency Meeting as a result of floods in the Democratic Republic of the Congo;
- h) Presentation of the African Postal Sector Risk Register;
- i) Task Force on the Opening up of the UPU to Wider Postal Sector Players Report;
- j) PAPU Taskforce Meeting in February 2023 on the Opening Up of the UPU to Wider Postal Sector Players Report;
- k) The African Forum on the Opening Up of The UPU to WPSPs Report;
- l) ICT Matters;
- m) Strategy Review: Status of Implementation of the PAPU Action Plan 2022-2025.

After presentation of the Committee Report by the Chairperson, the following comments/observations and questions were received from the floor:

- i. **On the Opening up of the UPU to Wider Postal Stakeholders** - It was clarified that an Expert Team within the Strategy Committee has been created to examine the Congress proposals and come up with an African position by 25<sup>th</sup> September 2023;

- ii. **On the need to include Restricted Unions in the Expert Team for the Opening up of the UPU to Wider Postal Stakeholders** - the General Secretariat took note of the request;
- iii. **Regarding the need for the Strategy Committee to devise ways and means for Member States to deal with terrorism**, The General Secretariat took note of the suggestion.

After that, the Council adopted the report and the respective Resolution after Nigeria moved the motion supported by Malawi, Madagascar, Botswana, Zimbabwe, Senegal, and Burkina Faso. The resolution to this effect is attached to this report as **Annex 8**.

### **13.5 African Postal Regulators Forum Report**

#### **a) Introduction**

The African Postal Regulators Conference was held in hybrid format on 23<sup>rd</sup> May 2023 at the King Fahd Hotel in Dakar, Senegal, under the Theme “Regulation in the digital era for a sustainable postal sector.”

#### **b) Panel Discussions**

Three Panel discussions were organized under the following subthemes:

##### **i. Panel 1: “Postal development prospects in the digital era: Securing Universal Access and leveling the playing field.”**

At the end of the panel discussions, the following recommendations were made:

- Place postal services at the heart of the digitalization policy and develop strategies in this regard;
- Develop or update public policies taking into account challenges facing the postal sector;
- Develop new products that reflect consumer needs;
- Regulate pricing by providing a catalog of products and services;
- Ensure protection of consumers’ data;
- Update the legal framework, taking into account the digital component of Universal Service and emerging consumer needs;
- Help postal players operating illegally to officialize their activities;
- Promote interoperability;
- Keep in mind four key words: anticipate, be represented in decision-making bodies, forge partnerships and ensure continuous capacity building for regulators.

**ii. Panel 2: “Leveraging technology to build a Postal Ecosystem accommodating private players and securing financial viability for designated operators: Postal development outlook in the digital era” Securing Universal Access and leveling the playing field”.**

At the end of the panel discussions, the following recommendations were made:

- Digitalize operators’ traditional activities to facilitate access to products and create value-added services for customers;
- Carry out consumer awareness campaigns;
- Address digital prerequisites: availability of electricity, high connectivity capacity, and a reliable addressing system;
- Build capacity for regulators, particularly in e-commerce;
- Promote regulatory tools: online postal services (post offices, etc.), platform security systems, etc.;
- Facilitate procedures for meeting needs by reaching a maximum number of customers on the continent, with priority given to young people;
- Develop co-regulation arrangements with the relevant bodies.
- Ensure personal data protection;
- Frequently collect statistics from operators and set up a database;
- Promote partnerships;
- Innovate to facilitate interactions with customers.

**iii. Panel 3: “Unpacking emerging regulatory challenges in an evolving postal industry”.**

The following recommendations were made at the end of this panel discussion:

- Rethink the legal framework, taking into account market developments;
- Redefine the scope of the regulator’s intervention, taking into account new professions and new players through market segmentation, customer needs, and the neutrality of technologies;
- Establish a framework for postal co-regulation with the various entities involved: financial services, the central bank, customs, and other entities;
- Establish harmonized legal frameworks at the community (regional and sub-regional) level;
- Promote interoperability between operators;
- Ensure the security of telecommunications networks used by the Post Office;

- Send signals to the market to gear it towards new technological trends, particularly artificial intelligence and drone use.

All Administrative and Technical Committees, including the African Regulators Forum Reports, are posted on the PAPU Website: <https://www.upap-papu.africa>

#### **14. CONSIDERATION AND APPROVAL OF THE REPORT OF THE EXTERNAL AUDITOR ON THE FINANCIAL STATEMENTS OF THE UNION FOR THE YEAR ENDED 31<sup>ST</sup> MAY 2022**

The Council observed that the External Auditor's report was not qualified. It was further observed that one out of the five issues raised in the Management letter had been addressed and closed.

However, the Council also noted with concern the emphasis of matter which indicates that the Union has not received financial contributions from Member States amounting to USD 5,130,407 (USD 4,870,914 in 2020/2021) and appealed to all the concerned Member States to pay their annual and outstanding contributions as and when due.

On the issue of provision for doubtful debt, it was clarified that a provision amounting to USD 3,212,438.00 out of USD 5,130,407.00 mandatory outstanding financial contributions is in place. This is done in line with the Financial Regulations of the Union.

The Council also considered and adopted the following Draft Decisions on the approval of the Audited Accounts as well as on the appointment of the External Auditor:

- i. Approval of the Pan African Postal Union Accounts for the 2021/2022 financial year.
- ii. Renewal of the appointment of Ernst & Young as the External Auditor for auditing the 2022/2023 financial year.

The relevant resolutions are attached to the external Auditor's report, which was unanimously adopted by the Council.

#### **15. DATE AND VENUE OF THE 42<sup>ND</sup> ORDINARY PAPU ADMINISTRATIVE COUNCIL SESSION**

According to Detailed Regulations of the Convention (2018), Article 31, the venue of meetings of the Union, the sessions of the Plenipotentiary Conference, and the Administrative Council shall be held at the seat of the Union unless a Member State invites the Conference or Council to meet on its territory.

Because no Member State offered to host the Council's next Session, the Council was informed that the 42<sup>nd</sup> Ordinary Session will be held in May 2024 at the PAPU Tower if no meeting request is received from an interested Member State. The General Secretariat will communicate the exact date after consultation with the host Country, the United Republic of Tanzania.

## **16. ANY OTHER BUSINESS**

Under this agenda item, the Council listened to a Video Clip by Morocco inviting Member States to the 2<sup>nd</sup> African Philatelic Conference on the 21<sup>st</sup> and 22<sup>nd</sup> of November 2023 in Rabat, the Kingdom of Morocco. This was followed by a statement by a delegate from Morocco stressing the importance of registering and participating in this important event on the mentioned dates.

The Council appreciated and noted this message and advised members to save the dates accordingly.

## **17. CONSIDERATION AND ADOPTION OF THE 41<sup>ST</sup> ORDINARY SESSION OF THE ADMINISTRATIVE COUNCIL DECISIONS, RESOLUTIONS, AND RECOMMENDATION**

The Secretariat presented five (5) Decisions, eight (8) Resolutions and one (1) Recommendation to the 41<sup>st</sup> Ordinary Session of the Administrative Council for final adoption since these directives had already been adopted during the presentation of the Administrative and Technical Committee Reports. The table containing the Decisions, Resolutions and a Recommendation is attached as **Annex 9**.

## **18. FINAL COMMUNIQUE**

The Final Communique was presented by Malawi. The final Communique is herewith attached as **Annex 10**.

## **19. VOTE OF THANKS**

A vote of thanks to the authorities of the United Republic of Tanzania was made by Côte d'Ivoire. The Vote of thanks is attached to this report as **Annex 11**.

## **20. CLOSING SESSION**

In closing, the Chairperson of the Council, Mrs. Sandra Tshibonge, thanked all Member States' stakeholders and partners for their massive turnout and active participation, both in person and online, in the proceedings of this 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council. She also expressed her sincere thanks to the Secretary General and his entire team, as well as members of the PAPU Administrative and Technical Committees, for the excellent technical organization of the meetings, which yielded commendable results in terms of the quality of reports and other relevant documents produced



during this 2022-2023 financial year. She continued by expressing her appreciation to the outgoing leadership of the Administrative Council for their tremendous efforts in enhancing the organization's governance between the last two sessions.

In addition, she took the opportunity to acknowledge the trust and support shown by members in admitting the Democratic Republic of Congo as a member of the Administrative Council from the Central Africa Region, followed by her election to the office of Chair of the PAPU Administrative Council for the 2023/2024 financial year, a gesture which has left a lasting and profound impression on them as a country. In that regard, she reaffirmed her commitment to discharging her duties with dedication and loyalty until handing over to her successor. She once again called upon all to work as a team by espousing a collaborative approach with all players in the African and international postal ecosystem to advance the postal agenda in today's digital era. On this note, she wished all the best during the special and historic inauguration ceremony of the PAPU Tower on 2<sup>nd</sup> September 2023, which will be presided over by H.E. Dr. Samia Suluhu Hassan, Head of State of the United Republic of Tanzania, in the presence of senior African and international dignitaries.

The full version of her remarks is hosted on the PAPU Website: <https://www.upap-papu.africa>.

Dr. Sifundo Chief Moyo  
**SECRETARY GENERAL**

Mrs. Sandra Tshibonge  
**CHAIRMAN OF THE ADMINISTRATIVE COUNCIL**

**ANNEX 1**  
**LIST OF ADMINISTRATIVE COUNCIL MEMBERS STATES**  
**PER REGION**

## LIST OF ADMINISTRATIVE COUNCIL MEMBER STATES PER REGION

### **CENTRAL AFRICA (4)**

- i) Burundi
- ii) Cameroon
- iii) Democratic Republic of the Congo
- iv) Vacancies (1)

### **EAST AFRICA (5)**

- i) Ethiopia
- ii) Kenya
- iii) Madagascar
- iv) Sudan
- v) Tanzania

### **NORTH AFRICA (3)**

- i) Algeria
- ii) Morocco
- iii) Tunisia

### **SOUTHERN AFRICA (6)**

- i) Botswana
- ii) Eswatini
- iii) Malawi
- iv) Namibia
- v) Zambia
- vi) Zimbabwe

### **WEST AFRICA (7)**

- i) Benin
- ii) Burkina Faso
- iii) Côte d'Ivoire
- iv) Niger
- v) Nigeria
- vi) Senegal
- vii) Vacancies (1)

### **VACANCIES (2)**

- i) Central Africa - 1
- ii) East Africa - Nil
- iii) North Africa - Nil
- iv) Southern Africa - Nil
- v) West Africa - 1

**NB: Benin admitted to Administrative Council Membership as per Resolution No. 07/PAPU/AC/XL/2022**

**Democratic Republic of the Congo admitted to Administrative Council Membership as per Resolution No. 07/PAPU/AC/XL/2022**

**Morocco admitted to Administrative Council Membership as per Resolution No. 07/PAPU/AC/XL/2022**

**ANNEX 2**  
**LIST OF PARTICIPANTS**

**Plenary for the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council / Plénière de la 41<sup>ème</sup> session ordinaire du Conseil d'administration de l'UPAP**

**Arusha, 29<sup>th</sup> - 30 August 2023 / 29 au 30 août 2023**

**United Republic of Tanzania / République unie de Tanzanie**

<b>No.</b>	<b>COUNTRY</b>	<b>FULL NAME</b>	<b>ORGANIZATION/ DESIGNATION</b>	<b>TELEPHONE</b>	<b>E-MAIL ADDRESS</b>
1.	ALGERIA	ALIOUA MOHSEN RYADH	ALGERIA POSTE	+213 616 254 42 / +213 661 625 442	<a href="mailto:alioua.ryadh@poste.dz">alioua.ryadh@poste.dz</a> ; <a href="mailto:aliouamohsenryadh@gmail.com">aliouamohsenryadh@gmail.com</a> ;
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**ANNEX 3**  
**AGENDA AND WORK PROGRAMME**



**PAPU/AC/XLI/2023 - Doc No.1**

*Original: English*

**41<sup>st</sup> Administrative Council Ordinary Session**  
**29<sup>th</sup> -30<sup>th</sup> August 2023, Arusha, United Republic of Tanzania**

## **DRAFT AGENDA**

### **BUREAU**

CHAIRPERSON	-	Madagascar
1 <sup>ST</sup> VICE CHAIRPERSON	-	Nigeria
2 <sup>ND</sup> VICE CHAIRPERSON	-	Algeria
RAPPORTEURS	-	Burundi & Malawi
SECRETARY	-	GENERAL SECRETARIAT

ITEM N°	ACTIVITY	DOCUMENT N°
1.	Registration of Delegates;	
2.	Official Opening Ceremony;	
3.	Meeting of Heads of Delegation of the PAPU Administrative Council Members;	
4.	Remarks by the Chairperson	
5.	Confirmation of Quorum	
6.	Election and Installation of the Bureau	
7.	Remarks by the Incoming Chairperson	
8.	Adoption of the Agenda and Work Programme	<b>PAPU/AC/XLI/2023 - Doc No.1</b>
9.	Goodwill Messages from Partners	<b>PAPU/AC/XLI/2023- Doc. No.2</b>
10.	Report of the Chairman of the Administrative Council	<b>PAPU/AC/XLI/2023 - Doc No.3</b>
11.	Matters Arising from the 40 <sup>th</sup> Ordinary Administrative Council Session: <ul style="list-style-type: none"> <li>• Matters Arising Report by the General Secretariat</li> <li>• Presentation on the preparations for the 4<sup>th</sup> Extraordinary UPU Congress October 2023 by UPU</li> </ul>	<b>PAPU/AC/XLI/2023 - Doc No.4</b>
12.	Report of Activities of the General Secretariat for the 2022/2023 period	<b>PAPU/AC/XLI/2023 - Doc No.5</b>
13.	Consideration and Adoption of Reports and Recommendations of Technical Committees, including Forums by Chairpersons:	
	a) Operations and Technology	<b>PAPU/AC/XLI/2023 - Doc No.6</b>
	b) Finance and Administration	<b>PAPU/AC/XLI/2023 - Doc No.7</b>

	c) Policy and Regulation	<b>PAPU/AC/XLI/2023 - Doc No.8</b>
	d) Strategy	<b>PAPU/AC/XLI/2023 - Doc No.9</b>
	e) Regulators' Forum	<b>PAPU/AC/XLI/2023 - Doc No.10</b>
14.	Consideration and Approval of the External Auditor's Report on the Financial Statements of the Union for the year ended 31 <sup>st</sup> May 2022	<b>PAPU/AC/XLI/2023 - Doc No.11</b>
15.	Date and venue of the 42 <sup>nd</sup> Administrative Council Session	
16.	Any Other Business (AOB)	
17.	Consideration and adoption of the 41 <sup>st</sup> Ordinary Session Decisions, Resolutions, and Recommendations	
18.	Final Communiqué	
19.	Vote of thanks	
20.	Closing.	



**41<sup>ST</sup> ADMINISTRATIVE COUNCIL**

**PAPU/AC/XLI/2023– Doc. No.1 Annex**

**29<sup>th</sup>-30<sup>th</sup> August 2023, Arusha, United Republic of Tanzania**

*Original: English*

**WORK PROGRAMME FOR  
THE 41<sup>ST</sup> ORDINARY SESSION OF THE PAN AFRICAN POSTAL UNION ADMINISTRATIVE COUNCIL  
(DRAFT)**

<p><b>1. Subject</b></p> <ul style="list-style-type: none"><li>Adoption of the 41<sup>st</sup> Administrative Council Work Programme</li></ul>	<p><b>References/Paragraphs</b></p> <p>Rules of procedure of Administrative Council</p>
<p><b>2. Decision expected</b></p> <ul style="list-style-type: none"><li>Consider and adopt the Programme</li></ul>	



**DAY ONE: 29<sup>th</sup> AUGUST, 2023**

**PLENARY**

<b>Agenda item No.</b>	<b>TIME (GMT)</b>	<b>ACTIVITIES</b>	<b>REMARKS</b>
1.	05:00-07:30	Registration of Delegates	
2.		Official Opening Ceremony	Open session
3.	07:30-10:00	Meeting of Heads of Delegation	Closed session
4.		Remarks by the Chairperson	Open session
5.		Confirmation of Quorum	Open session
6.		Election and Installation of the Bureau	Open session
7.		Remarks by the Incoming Chairperson	Open session
8.		Adoption of the Agenda and Work Programme <b>PAPU/AC/XLI/2023 - Doc No.1</b>	Open session
9.		Goodwill Messages from Partners <b>PAPU/AC/XLI/2023 - Doc No. 2</b>	Open session
	10:00-11:00	<b>LUNCH</b>	
10.	11:00-14:00	Report of the Chairman of the Administrative Council <b>PAPU/AC/XLI/2023 - Doc No.3</b>	Open session
11.		Matters Arising from the 40 <sup>th</sup> Ordinary and 10 <sup>th</sup> Extraordinary Administrative Council Sessions: <ul style="list-style-type: none"> <li>• Matters Arising Report by the General Secretariat, <b>PAPU/AC/XLI/2023 - Doc No.4</b></li> <li>• Presentation on the preparations for the 4<sup>th</sup> Extraordinary UPU Congress October 2023 by UPU</li> </ul>	

12.		Report of Activities of the General Secretariat for the 2021/2022 period <b>PAPU/AC/XLI/2023 - Doc No.5</b>	Open session
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**DAY TWO: 30<sup>TH</sup> AUGUST, 2023**

13.	06:00-10:00	<p>Consideration and Adoption of Reports and Recommendations of Technical Committees, including Forums, by Chairpersons.</p> <p>a) Operations and Technology <b>PAPU/AC/XLI/2023 - Doc No.6</b></p> <p>b) Policy and Regulation <b>PAPU/AC/XLI/2023 - Doc No.8</b></p> <p>c) Strategy <b>PAPU/AC/XLI/2023 - Doc No.9</b></p> <p>d) Regulator's Forum <b>PAPU/AC/XLI/2023 - Doc No.10</b></p>	Open session
	10:00-11:00	<b>LUNCH</b>	
14.	11:00-14:00	Consideration and Approval of the Report of the External Auditor on the Financial Statements of the Union for the year ended 31 <sup>st</sup> May, 2021- <b>PAPU/AC/XLI/2023 - Doc No.11</b>	Closed session
15.		Consideration and Adoption of the Finance and Administration Committee Report and Recommendations <b>PAPU/AC/XLI/2023 - Doc No.7</b>	Closed session
16.		Date and venue of the 42 <sup>nd</sup> Administrative Council	Open session

17.	15:00-16:00	Any Other Business	Open session
18.		Consideration and Adoption of the 41 <sup>st</sup> Ordinary Session Decisions, Resolutions, and Recommendations	Open session
19.		<b>Closing Session</b> <ul style="list-style-type: none"> <li>• Final communiqué</li> <li>• Vote of Thanks</li> </ul>	Open session

**ANNEX 4**  
**GENERAL SECRETARIAT ACTIVITY REPORT &**  
**RESOLUTION**

# REPORT ON THE ACTIVITIES OF THE PAN AFRICAN POSTAL UNION GENERAL SECRETARIAT 2022/2023

## 1. PREAMBLE

1.1 Pursuant to Article 9, paragraph 17 of the PAPU Acts of the Union, the Secretary General is required to present to the Administrative Council (AC) an annual report on the activities of the General Secretariat between the two (2) Council Sessions. This Report will cover the activities undertaken during the period 2022/2023.

1.2 The activities of the General Secretariat in the past year were executed in pursuit of the fulfillment of Article 9 of the Convention of the Union that outlines the objectives of the Union being to:

- i. Foster Development Cooperation among Member States in the area of postal services;
- ii. Promote and facilitate access to quality universal postal services;
- iii. Promote and facilitate reform of the postal sector;
- iv. Promote and facilitate technical assistance in the postal sector;
- v. Promote and advance common positions of Member States on postal issues;
- vi. Promote research and development in the postal sector;
- vii. Promote regional projects for developing the African Postal network;
- viii. Promote the development of new postal products and services;
- ix. Promote the sustainable development of the postal sector;
- x. Promote affirmative action in the development of the postal sector.

## 2. STRATEGIC ISSUES

### 2.1 PAPU TOWER

1.1 The PAPU Tower Project will shape the activities of the Union in a big way in the immediate and future years to come. The Tower will provide wide opportunities for revenue generation, office accommodation for the general Secretariat, convivial working environment, Centre for Africa Postal strategy, Centre for leading research for the postal sector, bold statement on the intention of the postal sector as a life-long

partner for African citizens and a developmental tool for African Governments. The tower will be the epitome of African postal digitalization and modernization.

- 1.2 The General Secretariat will pursue all avenues of opportunities that the Tower presents for the Union.

## **2.2 Union Membership Drive**

Three countries showed interest in joining the Pan African Postal Union and all necessary action was taken to facilitate the process.

- 2.2.1 **Mauritius:** The Ministry responsible for the Post invited the PAPU Secretary General to participate in the 130<sup>th</sup> Anniversary celebrations commemorating the founding of Mauritius Post held in October 2022. The Secretary General met the Government leaders that included the Minister, the Prime Minister and the President of the country who all showed interest in joining the Union. The last action was providing the required information by the General Secretariat.
- 2.2.2 **Rwanda:** The authorities expressed the desire to pursue the process of joining the Union. The requisite documents were sent and information obtained by the PA
- 2.2.3 **South Sudan:** During the visit by the African Ambassadors accredited to United Republic of Tanzania, His excellency the Ambassador of South Sudan was engaged on the matter of joining the Union. He showed interest and requested for a Note Verbal to be sent to the Embassy. This was done and we await a response.

## **2.3 Non-Payment of Mandatory Contributions**

The Union continues to suffer financial prejudice due to non-payment of mandatory contributions by some Member States. This has an effect of slowing down Union activities as these cannot be funded either on time or completely.

## **2.4 Environmental Risks**

During the period under review the postal sector was in Africa was affected by a number of risks

- 2.4.1 ***Natural Disasters: Prominently was the occurrence of Tropical Cyclone Freddy, which affected Madagascar, Malawi, Mozambique, and Zimbabwe.***
- 2.4.2 Cyber Crime was an issue to reckon with in some parts of the continent, including the PAPU Website's illegal intrusion by unknown malicious hackers on 13th March 2023 who managed to block visitors to the site and instead diverted them to another site
- 2.4.3 Floods: There was also an incident of flooding in the Democratic Republic of the Congo (DRC) in the Month of May 2023. The floods were caused by torrential rainfall affecting the eastern Democratic Republic of the Congo, causing rivers to burst their banks and overflow resulting in flash floods, casualties, and severe damage. Although post offices or post-office employees were not directly affected by the floods, there was a drop in the number of postal activities due to the effects of the disaster.
- 2.4.4 Civil Unrest: The continent has continued to witness an upsurge in Civil unrest with some countries getting a rapid deterioration in their civil unrest risk profiles between 2022-Q2 and 2023-Q2, marking the continent's largest annual increase for six years ago. The impact of this unrest has reverberated throughout the region and correspondingly to all sectors, the Post included.

### **3. FINANCIAL MANAGEMENT**

#### **3.1 Financial Performance**

The overall financial performance for the Union indicates an unaudited operating surplus amounting to United States Dollars six hundred twenty-two thousand, five hundred and fifty-three (**USD 622,553**). The surplus is buoyed by the mandatory contribution to PAPU House equity cash which is recognized as additional revenue to the Union. The unaudited surplus is higher than the United States Dollars one hundred sixty-six thousand, nine hundred and thirty-eight (USD 166,938) achieved during the 2021/2022 financial year.

#### **3.2 Revenue Sources for the Union.**

**3.3** The Union's revenue is derived from the following main sources:

- i) Mandatory contributions made by Member States in accordance with the scale of assessment established by the Conference
- ii) Mandatory contributions of Associate Members
- iii) Voluntary contributions from Member States and Associate Members
- iv) Donations from non-Member States and organizations
- v) Revenue derived from products and activities implemented by the Union
- vi) Income generated from investments approved by the Council
- vii) Penalties/fines levied for breach of the Convention
- viii) Sundry income

### **3.4 Union Contributions Received**

- 3.4.1 There are 21 out of 45 member states that paid their mandatory contributions amounting to USD 785,887.38 (56.5%) out of the expected invoiced amount of USD 1,390,690.77 which is the budgeted income from Member States for 2022/2023 financial year.
- 3.4.2 Five (5) Member States paid arrears of contributions for previous years amounting to United States Dollars four hundred twelve thousand, one hundred and thirty-six, Cents thirty seven (USD 412,136.37).
- 3.4.3 The United States Postal Service and Dubai Ports World paid their annual mandatory Contribution as Associate Members., AsaaseGPS has not paid annual mandatory contribution for the past four consecutive years and has not given any reason for its noncompliance with the Convention of PAPU. In the meantime, Dubai Ports World has withdrawn its membership from the Union after clearing all its outstanding for three (3) years.
- 3.4.4 The total mandatory contributions received during the financial year amounts to USD 1,290,864.49. This amount is equivalent to 85.3% of the USD 1,514,172 budgeted mandatory contributions for the 2022/2023 financial year.
- 3.4.5 Revenue from other sources of income such as donations/grants, investment income, penalties/fines levied for breach of the Convention, revenue from products and services as well as sundry income amounted to 1,906.80. These sources generated of the expected USD 151,440.00.
- 3.4.6 The total equity cash contribution received as mandatory equity cash contribution to PAPU House is USD 449,999.93. The outstanding arrears to date amount to USD 316,245.34.
- 3.4.7 The total income received in 2021/2022 financial year is USD 1,279,920.55 or 77% of the USD 1,664,850.00 budgeted for the year.



### **3.5 Union Expenditure**

- 3.5.1 Article 16 of the Convention stipulates that the expenditure of the Union shall be made up of expenses relating to the following:
- i) Sessions of the Conference, the Council, and meetings of the Administrative and Technical Committees;
  - ii) Running of the General Secretariat;
  - iii) Implementation of the Programme of Activities of the Union;
  - iv) Any other activities relating to the objectives of the Union and approved by the Plenipotentiary Conference and/or the Administrative Council.
- 3.5.2 The total unaudited expenditure for the 2022/2023 financial year amounts to United States Dollars one million, one hundred and forty thousand, two hundred and twenty-five only (**USD 11,140,225**) representing 75% of the United States Dollars one million, seven hundred and forty-five thousand and forty-five only (**USD 1,516,005**), appropriated for the year. The expenditure has been kept at this level due to non-receipt of the remaining budgeted funds and some other pre-planned physical programmes that were held online.

## **4. OPERATIONS AND TECHNOLOGY**

### **4.1 REMUNERATION ACTIVITIES**

#### **4.1.1 Remuneration Workshops**

The UPU organized Remuneration Workshops for the Africa Region and the Arab Region, incorporating North African Countries, from 16<sup>th</sup> to 17<sup>th</sup> December 2022 in Abuja, Nigeria, and from 15<sup>th</sup> to 16<sup>th</sup> March 2023 in Cairo, Egypt, respectively.

The workshops aimed at enlightening Designated Operators on the remuneration systems approved by the 3<sup>rd</sup> Extra-Ordinary Congress in Geneva in 2019 and at the 27<sup>th</sup> Ordinary Congress held in Abidjan in 2021 to ensure the correct application of the approved rates.

PAPU General Secretariat participated at Abuja workshop.

#### **4.1.2 Letter Post Remuneration Questionnaire**

Following the adoption of the Action Plan of the Operations and Technology Committee during the 40<sup>th</sup> Ordinary Session of the PAPU Administrative Council held in Kinshasa, Democratic Republic of Congo (DRC), the Remuneration Working Group (RG) developed a questionnaire to assess the implementation of Letter Post Remuneration systems approved by Congress in Africa.

The objective of circulating the questionnaire was for the Working Group to have a clear picture, once more, of the situation for African countries to informatively plan and articulate the position of African in the work of the UPU Remuneration Integration Group (RIG).

The General Secretariat prepared a report on the analysis of the responses received from twenty-three (23) Designated Operators representing 51% of PAPU Member States.

#### **4.1.3 EMS Remuneration Meeting**

The General Secretariat in collaboration with Egypt organized a Remuneration Working Group meeting to discuss EMS remuneration and its relation and implication on African countries' terminal dues. Egypt has drafted a proposal to explore the possibility of using EMS domestic rates as the base for calculating the terminal dues rates for UPU Member States with subsidized domestic rates for letter mail and especially Group IV countries

### **4.2 DIGITALIZATION AND INNOVATION**

#### **4.2.1 AU Study on Improvement of Digitalization of Postal Services in Africa**

The African Union Commission (AUC) in collaboration with PAPU and UPU commissioned a study funded by the French Government to assess the level of digitalization in the African Post and came up with recommendations to be implemented across the continent. The report on the Study was circulated by the African Union Commission and a validation workshop was organized in collaboration with PAPU and the UPU on 31<sup>st</sup> March 2023.

The implementation stage of the project will commence once AUC has finalized the administrative issues and programme.

#### 4.2.2 Status on Digitalization of Postal Services in Africa

One main activity being implemented on digitalization is the Study on Improvement of Digitalization of Postal Services in Africa. A Questionnaire on the **Status of Implementation of Digitalization of Postal Services in Africa** mainly stemming from the recommendations of the study was approved by the Digitalization and Innovation Working Group during its meeting on 25<sup>th</sup> April 2023.

The objective of the questionnaire was to elicit and collect information on the Digitalization of Postal Services in Africa with a view to establishing the status in Member States and using the information obtained as a baseline for interventions.

The General Secretariat prepared a status report from twenty-six (26) responses received representing 58% of PAPU Member States. Follow up is being done with the outstanding Member States and the report will be updated accordingly.

### 4.3 PHILATELIC ACTIVITIES

A number of activities were carried under the Promotion of Philately Working Group in implementation of the PAPU Action Plan 2022-2025 as indicated below:

#### 4.3.1 African Philately Conference

PAPU, in collaboration with the UPU and the Government of the Republic of South Africa, organized the 1<sup>st</sup> African Philately Conference in Cape Town, South Africa, from 9 to 10 November 2022 at the International Convention Centre under the theme **“Philately: Digitalization and Business Model.”**

A Philatelic Exhibition was also held on the sidelines of the Conference from 8<sup>th</sup> to 12<sup>th</sup> November 2022. The exhibition was organized by the Fédération Internationale de Philatélie (FIP). Stamp collectors, Designated Operators, UPU, and other partners participated in the exhibition.

The Cape Town Conference was successfully concluded, and a proposal was made that the African Philatelic Conference should be an Annual Event hosted on a rotational basis by any PAPU Member State.

Morocco has since offered to host the 2<sup>nd</sup> African Philately Conference from 21<sup>st</sup> to 22<sup>nd</sup> November 2023 in Rabat, and preparations for the event are underway.

#### **4.3.2 Digitalization of Philately Activities**

Following the signing of a Memorandum of Understanding (MoU) between PAPU and StampsDaq in July 2022 during the 40<sup>th</sup> Ordinary Session of the Administrative Council, PAPU organized a Webinar in collaboration with the latter on 31<sup>st</sup> August 2022. The main objective of the Webinar was to demonstrate how the crypto stamps platform works.

To date, Cote d'Ivoire and Botswana have collaborated with StampsDaq on digitalizing the Designated Operator's stamps.

#### **4.3.3 Forthcoming Events**

The following forthcoming philatelic events are to be held in the year 2023:

- i) 2<sup>nd</sup> Africa Philatelic Conference, 21<sup>st</sup> to 22<sup>nd</sup> November 2023, Morocco;
- ii) UPU 18<sup>th</sup> Philately Competition Class, 27<sup>th</sup> November to 2<sup>nd</sup> December 2023 Bangkok, Thailand.

#### **4.3.4 Joint Stamp Issue on the Commissioning of the PAPU Tower**

In line with the consolidated PAPU Action Plan for 2022-2025, the Union has a leeway to participate in joint stamp issues to promote African heritage and events. To that effect, the Promotion of Philately Working Group

proposed the issuance of a joint commemorative Stamp to mark the commissioning of the PAPU Tower by the President of the United Republic of Tanzania, Her Excellency Dr. Samia Suluhu Hassan.

The Theme for the joint stamp issue is “**PAPU Joint Stamp on Commissioning of the PAPU Tower**” and Seven (7) Designated Operators namely; Algeria, Egypt, Morocco, Nigeria, Tanzania, Senegal and Zimbabwe are participating in the issuance of the physical stamp

Further to the above, StampsDaq offered to issue a crypto stamp on behalf of interested Member States to mark the event. The cost of issuing the crypto stamp would be borne by StampDaq and its Partners and a percentage of the proceeds from the sale of the crypto stamps would be donated to PAPU.

Five (5) Designated Operators expressed interest to issue the crypto stamp. These were Angola, Cote d’Ivoire, Liberia, Nigeria and Zimbabwe.

#### **4.4 SUPPLY CHAIN ACTIVITIES**

##### **4.4.1 Advanced Security Certification**

The UPU in collaboration with PAPU organized the Advanced Security Training Workshop for Postal Security Experts from 28<sup>th</sup> to 30<sup>th</sup> September 2022 in Arusha, Tanzania. The workshop which was sponsored by the United States Postal Services (USPS) was organized in collaboration with the UPU World Customs Organization (WCO) and International Narcotics Control Board (INCB).

The workshop called for the strengthening of collaboration among stakeholders including UPU, WCO and INCB, with a view to identifying synergies that can be explored to enhance security and facilitation of flawless customs procedures thereby improving supply chain integration.

The UPU conducted two review missions in Malawi and Togo in July 2023 to assess their compliance with Security standards S58 and S59. The countries await the results of the assessments.

##### **4.4.2 Electronic Advance Data (EAD)**

The General Secretariat participated in the Electronic Advance Data (EAD) and Customs Declaration System (CDS) Workshop held from 21<sup>st</sup> to 23<sup>rd</sup> February 2023 in Zanzibar, United Republic of Tanzania. The workshop was organized by the UPU within the framework of the Operational Readiness for e-commerce (ORE) project.

The Workshop, funded by the United States of America, aimed at improving EAD compliance in Africa since no country was achieving the EAD targets for goods entering the United States. Therefore, there was concern and urgency to improve the African Region's EAD performance to reach achievement levels of at least 90% - 95% per country by the end of 2023.

#### 4.4.3 PAPU/AFRAA Task Force Activities

The PAPU-AFRAA Task Force was created by the Operations and Technology Committee to deal with mail transportation issues in Africa. The Task Force consists of Postal representatives from the five (5) African sub-regions as well as representatives from the African Airlines Association (AFRAA).

In that respect the Postal representatives are from Cameroon, Kenya, Nigeria, South Africa and Tunisia.

The Task Force which is chaired by Kenya held its meeting in April 2023. In summary, the Task Force discussed the following main issues:

- Recapping of the Terms of Reference (ToRs) for the Task Force;
- Action Plan for the Period 2022-2025;
- Service Level Agreements between DOs and Airlines;
- Exchange of EDI Messages with Airlines;
- Payment of Conveyance Dues by DOs;
- Report of the Q4 AFRAA Cargo Task Force Meeting.

To date the General Secretariat has been collaborating with the AFRAA Secretariat in a number of areas including on the following:

- i) Review of the Memorandum of Understanding (MoU) is in progress;
- ii) Implementation of the PAPU/AFRAA Task Force Action Plan;

- iii) PAPU General Secretariat participated in the AFRAA Network and Cargo Committee meeting held on 6<sup>th</sup> October 2023

#### 4.4.4 Operational Readiness for E-commerce (ORE 3)

In accordance with the UPU Regional Development Plan for the African Region for 2022–2025, the UPU International Bureau prepared an Operational Efficiency and E-Commerce Development (ORE 3) Regional Project for implementation by Member States.

To launch the implementation of the activities included in the Project Work Plan, the IB, in coordination with PAPU and some African Sub-Regional Postal bodies, organized a Project start-up Workshop from 13<sup>th</sup> to 15<sup>th</sup> December 2022 in Abuja, Nigeria.

All Member States are participating in the project. Annual workshops will be held for the project for the English-speaking countries, French-Speaking countries as well as the Arab-speaking countries which include the North African countries.

The General Secretariat, which plays a coordinative role in collaboration with the UPU participates in the regional workshops and will also take part in conducting review missions to assess the status of implementation of the project in Member states.

### 5. THE AFRICAN POSTAL REGULATORS CONFERENCE

PAPU organized, in collaboration with the Posts and Telecommunications Regulatory Authority (ARTP) of Senegal, under the aegis of the Ministry of Communications, Telecommunications, and the Digital Economy, in cooperation with the Universal Postal Union (UPU), The first African Postal Regulators Conference which was held on 23 May 2023 at the King Fahd Hotel in Dakar, Senegal. The Conference Theme was “**Regulation in the digital era for a sustainable postal sector**”.

The Conference sub-themes were the following:

- “Postal development prospects in the digital era: Securing Universal Access and leveling the playing field.”

- “Leveraging technology to build a Postal Ecosystem accommodating private players and securing financial viability for designated operators.”
- “Unpacking emerging regulatory challenges in an evolving postal industry.”

This Conference heralded a new era for treating regulatory matters within the Union as this platform proved conducive to the effective interaction of Regulatory Authorities.

## **6. OPENING UP OF THE UPU TO WIDER POSTAL SECTOR PLAYERS**

The PAPU Task Force on the Opening Up of the UPU to Wider Postal Sector Players worked very closely with the General Secretariat to keep Members informed on this very topical subject matter as well as involving the General Membership of PAPU in paving the way forward.

Among the activities that were carried out were:

- The organizing of virtual meetings for Members
- The African Forum on the Opening up of the UPU. This Forum has speakers from Canada, Italy, Australia and Egypt representing perspectives from PUMED
- The General Secretariat produced a document on the Opening Up of The Universal Postal Union (UPU) To Wider Postal Sector Players: GENESIS AND ROADMAP.
- The Genesis and Roadmap document came in three consecutively upgraded versions which traced the subject matter to the original Doha Congress Decision of 2012.
- The Document analyzed the UPU Governance structure, Defined the Opening up subject, analyzed the national postal sector and its Stakeholders, included experiences from other Regions.
- The next phase before the Extra Ordinary Congress in October would be to look at the packages being put forward as proposals to UPU and allow members to formulate a reaction.

## **7. KEY PROJECTS**

### **7.1 PAPU Tower Project Completion Phase**

The PAPU Tower was completed and handed over to the Client on 11<sup>th</sup> August 2023. The iconic building has 167 Car parking lots, 3 sets of standby electricity generators that are capable of working non-stop for 24 hours,



Water storage tanks, Garbage collection points and cooking gas storage point. There are 6 lifts one of which is a fire-resistant lift that can be used for rescue operations if the building catches fire. There is a cargo lift that is dedicated to ferrying cargo and bulky goods for tenants, 2 dumbwaiter lifts that will be used to link the kitchen and dining areas on 16<sup>th</sup> Floor and 16<sup>th</sup> floor mezzanine as well on 2<sup>nd</sup> floor and 3<sup>rd</sup> floor. There is also an escalator that links the shopping areas on the ground and first floor. Most spaces in the building will be used as office spaces. This notwithstanding, there is a state-of-the-art conference hall with capacity for 400 delegates and five breakaway collapsible conference rooms. These conference rooms are supplemented by a VVIP and another VIP meeting room that can conveniently host Heads of Delegations consultation meeting.

## 7.2 Project Financials

The construction cost, including variations, is **TZS 53,248,534,873.08 (USD 22,186,889.53)** VAT inclusive. The host country settled part of the project's VAT component, totaling TZS 6,044,080,613.65 (USD 2,518,366.92), given that PAPU, as a diplomatic institution, is exempted from taxes in the United Republic of Tanzania. The government is expected to refund the remaining VAT that arose from the variations due to the increase in the project's scope.

## 7.3 Payment of Mandatory PAPU House Project Contributions

Twenty-three (23) Member States settled their mandatory equity cash contribution amounting to USD 493,835.71 in line with Plenipotentiary Conference resolution **No.02/PAPU/PC/X/2021** on ***Contribution of equity cash towards PAPU House building Project***. Twenty-two (22) Member States have not made any contribution towards the project, and the total outstanding mandatory equity cash contribution is USD 316,245.34.

## 8. DEVELOPMENT COOPERATION AND STAKEHOLDER ENGAGEMENT

In pursuit of establishing Stakeholder Collaboration in line with provisions of Chapter VIII, Development Cooperation of the Convention of the Union, the Pan African Union collaborated with a number of key Stakeholders in order to meet the programme of activities of the Union and create a framework for cooperation that is beneficial to the Union and its Membership.

## **8.1 Collaboration with Universal Postal Union (UPU)**

### **8.1.1 Integrated Index for Postal Development (IPD) Report**

The Integrated Index for Postal Development (2IPD) Report was released by the UPU. The 2IPD report for 2022 ranked 172 countries, with Switzerland retaining the top position, followed by Germany. Africa was the region with the highest number of countries (28) catching up with Switzerland. Cameroon was ranked top in Africa, with Egypt getting a special mention. Members are urged to continue to work on improving the network efficiency and quality of service

### **8.1.2 Presentations by IB at PAPU Events**

As part of the General Secretariat collaboration with UPU, the International Bureau of the UPU made Presentations on different topical areas of their expertise in the different PAPU Committee meetings during the 40<sup>th</sup> Administrative Council.

### **8.1.3 Coordination Meetings with the Restricted Unions for CA Sessions**

In line with the UPU's development and cooperation policy for 2022–2025, as approved by the 27th UPU Congress, PAPU participated in the Coordination meetings for CA S2 and S3 organized by the IB. The objective of the meetings was to strengthen coordination between the UPU and Restricted Unions by promoting a shared vision that allows the latter to play a more active role in influencing the development of the postal sector in all regions. They also focus on the level of implementation of the global development and cooperation strategy for 2022-2025, planned activities, and preparations for the extra Ordinary Congress.

### **8.1.4 Introduction of UPU Sub-Regional Field Experts**

The UPU organized a meeting on 6<sup>th</sup> December 2022 with its Restricted Unions in the African Region. During the meeting, the UPU Development Cooperation Directorate introduced the Field Experts appointed within the African Region. The UPU reiterated its commitment to work with all Restricted Unions in Africa on all

programmes and projects that affect the region. Restricted Unions were urged to inform UPU in advance of any activities in their regions and provide information on their focal points.

## **8.2 Collaboration with the African Union (AU)**

### **8.2.1 Validation Workshop on the Study of Improving the Digitization of Postal Services in Africa**

A study on improving the digitization of postal services in Africa was conducted by the African Union Commission (AUC) in collaboration with UPU, France, and PAPU within the framework of the AU Digital Transformation Strategy in Africa. The project was being funded by La Poste France to the tune of 1.5 million Euros.

The study involves ten (10) countries: Northern Africa (Egypt and Mauritania), Western Africa (Ghana and Benin), Central Africa (Cameroon and Congo Brazzaville), Eastern Africa (Kenya and Madagascar), and Southern Africa (South Africa and Zimbabwe).

The Study Report has since been finalized and validation was done on 31<sup>st</sup> March 2023. Implementation will commence once approvals are granted by the AUC authorities. In the meantime, PAPU issue a questionnaire to all Member States with a view to establish the baseline situation regarding the digitalization of the postal sector in Africa. The information will be handy when coordinating the implementation of the Report.

### **8.2.2 The African Union Reform Assignment**

As part of the reform project of the African Union, Deloitte was entrusted with the responsibility of restructuring its Specialized Technical Agencies while giving impetus and more life to the relationship between them. The main objective of the assignment was to restructure the African Union's Specialized Agencies to meet the organization's priorities through analysis, review and updating of mandates, functions and roles.

It is in this context that PAPU was involved in a series of engagements with the team from Deloitte to accomplish the assignment. The engagements included submission of information and documents as well as holding online meetings for purposes of beefing up the information submitted.

The assignment was carried out under the supervision of the African Union Institutional Reform Implementation Unit.

### **8.2.3 African Union Digital ID African Committee of Experts Meetings**

PAPU participated in the 1<sup>st</sup> African Committee of Experts for Digital ID (ACED) on 21<sup>st</sup> September 2022 during which Terms of Reference (ToRs) of the ACED, the Roadmap and election of the Bureau with Kenya and Ethiopia, being Chair and Vice chair, respectively to coordinate and provide guidance on the way forward among others.

PAPU also participated in the 2<sup>nd</sup> online meeting held from 7<sup>th</sup> to 8<sup>th</sup> December 2022. The meeting was aimed at discussing and improving the draft assessment survey questionnaire as well as have preliminary understanding of digital ID landscape in Member States (those nominated experts) & Regional Economic Communities (RECs).

### **8.2.4 AfCFTA Consultations**

PAPU participated in Regional Stakeholder Consultations on Digital Trade in August 2022, aimed at soliciting inputs from various stakeholders into the AfCFTA Protocol on Digital Trade.

The outcome of the consultations was a report that included elements to be addressed by the Protocol on Digital Trade, including clear definitions of digital trade and digital products, data localization, emerging technologies, digital infrastructure, cross-border data flows, source code, and digital trade facilitation.

The draft protocol passes through various AU governance stages. It is currently at the Committee on Digital Trade level before finally being submitted it to the Assembly of Heads of State and Government of the African Union for adoption.

## 8.3 Cooperation Activities with Other Stakeholders

### 8.3.1 PAPU-IFAD Financial Services Webinar

PAPU organized a webinar on Remittances and Postal Networks in Africa on 2<sup>nd</sup> December 2022 in collaboration with the International Fund for Agricultural Development (IFAD). The webinar was organized as part of the PAPU Activity Plan for the Digitalization and Innovation Working Group.

The theme for the webinar was **‘The Role of African Post Offices in the Rural Remittance Market: Towards Recovery and Resilience through Digital and Financial Inclusion.’**

Participation was from more than 200 participants across Africa and beyond.

The webinar allowed Member States to learn from experts in the field of Financial Inclusion and benefit from best practices in the region.

### 8.3.2 Global Forum on Remittances, Investment and Development Summit

PAPU also participated in the Global Forum on Remittances, Investment, and Development Summit, which was held from June 14 to 16, 2023.

The objective of the Summit was to explore opportunities and challenges in the global, post-pandemic landscape, with a major focus on remittance corridors and diaspora investment innovations in Africa. It also laid the ground for the upcoming UN SDG Summit, to be held in September 2023 within the framework of the UN General Assembly, and the next Implementation Review of the Global Compact for Safe, Orderly, and Regular Migration (GCM). Furthermore, the GFRID 2023 Summit paved the way for stronger networks and synergies among sectors, along with the exchange of best practices on remittances and diaspora investment towards sustainable development.

### 8.3.3 Hosting of Dignitaries in Meetings at PAPU General Secretariat

The Secretary General hosted the meetings to discuss various cooperation and collaboration issues with the following dignitaries at his offices;

- i) African Diplomats Group (The United Republic of Tanzania-accredited African ambassadors and High Commissioners)
- ii) The South African High Commissioner to the United Republic of Tanzania

- iii) The Kenyan Consulate based in Arusha
- iv) The Ugandan Consulate based in Arusha

#### **8.3.4 Engagements with the Host Country, United Republic of Tanzania**

The General Secretariat constantly engages with the Government authorities of the Host country, the United Republic of Tanzania, via the Ministry in charge of Postal Services and the Tanzania Communications Regulatory Authority. The Secretary General and his Team at the General Secretariat held a number of consultative meetings with the Ministry on issues including the PAPU Tower Project, request for funding, follow-up on Human Resources on secondment, and PAPU Day Commemorative.

### **9. IMPLEMENTATION STATUS UPDATE FOR DECISIONS, RESOLUTIONS AND RECOMMENDATIONS**

The Union is on course in the implementation of Decisions, Resolutions, and Recommendations passed by the 40<sup>th</sup> Ordinary Session of the Administrative Council. The detailed updates will be provided by the respective Committees. However, a summary of the status of implementation is attached as **Annex I**.

The following activities have been done in relation to the above Decisions, Resolutions, and Recommendations.

#### **9.1 Preparation of the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council**

The 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council meetings were supposed to be held in Madagascar from 17 to 28 July 2023 per the offer made by that Member at the end of the 40<sup>th</sup> Ordinary Session of the Administrative Council. However, in April 2023, Madagascar regrettably notified the PAPU General Secretariat of its inability to host the said session, citing internal technical restructuring of its Designated Operator and the prevailing political context in the country as grounds for its unexpected decision.

Faced with this situation, the General Secretariat informed PAPU Member States of this new development and invited willing Member States to express their interest in hosting the event within one month. Having received no offers within the deadline, the General Secretariat had to invoke Article 31 of the Detailed Regulations of the Convention, which provides that: "The sessions of the Plenipotentiary Conference and the Administrative

Council shall be held at the seat of the Union unless a Member State invites the Conference or Council to meet on its territory [...]”.

The United Republic of Tanzania formally responded positively to the call by the General Secretariat to host the 41st Ordinary Session of the Administrative Council. However, responding to concerns raised by some Member States, the Chairman of the Administrative Council held a consultative meeting with the General Secretariat after which he issued a letter dated 2<sup>nd</sup> June 2023, directing the General Secretariat to urgently consult the current 23 Member States of the Council on whether to postpone the 41<sup>st</sup> AC dates to a period that would allow for the Council meeting to be combined, and be held back-to-back, with the commissioning of the new PAPU Headquarters building. Members unanimously agreed to the postponement to 21-25<sup>th</sup> August 2023.

On the advice of our Host on the availability of the Head of State as Guest of Honour in our PAPU Tower Inauguration and the subsequent forward-shifting of the Inauguration dates by 3 days, this called for a renewed realignment of the dates. With the guidance of the Chairman and the Administrative Council, the dates were shifted to have the 41<sup>st</sup> PAPU Administrative Council meetings run from 24<sup>th</sup>-30<sup>th</sup> August. We thank the Host country and the Member States for their cooperation and managing to overcome the hurdles collectively as a team, with a lot of empathy and progressive inputs.

## **9.2 PAPU Administrative and Technical Committees Meetings**

The Administrative and Technical Committees created by Decision No.04/PAPU/PC/X/2021 have benefitted from the work done by Working Groups, Task Forces, and Task Teams of Experts. The Committees and their subsidiary bodies are as follows:

- i) Committee 1: Operations and Technology
  - Digitalization and Innovation Working Group
  - Remuneration Working Group
  - Promotion of Philately Working Group
  - Supply Chain Working Group
    - PAPU-AFRAA Contact Committee
- ii) Committee 2: Finance and Administration

- Human Resources Development Working Group
- Recovery of Mandatory Contributions.
- iii) Committee 3: Policy and Regulation
  - Regulation Development Working Group
  - Policy and Legal Harmonization Working Group
    - Legal Experts Task Team
- iv) Committee 4: Strategy
  - Disaster Risk Management Working Group
  - Investment and Projects Working Group.
  - Opening Up of The UPU to WPSPs Task Force

The Disaster and Risk Management Working Group held emergency meeting in response to the Tropical Cyclone Freddy, which affected Madagascar, Malawi, Mozambique, and Zimbabwe. The Working Group also met on the incident of flooding in the Democratic Republic of the Congo (DRC) in the Month of May 2023. In both cases, valuable information was exchanged and structured approaches used in responding to the situation.

## **10. INFORMATION TECHNOLOGY**

On 14<sup>th</sup> March 2023, The General Secretariat of the Pan African Postal Union (PAPU) advised Member States that the Union’s website was inaccessible due to hacking activities by unknown and hostile malicious third parties. The Secretary General sought the services of the Tanzania Communication Regulatory Authority for assistance in recovering and securing the website.

This restoration feat was achieved when TCRA identified the root cause of the attack, cleaned the hacked website of malicious scripts, and restored all the documents/files previously available on the website after performing Vulnerability Assessment and Penetration Testing of the affected site. A full Cyber Security Incident Analysis Report was submitted to the PAPU General Secretariat with recommendations for further actions.

The General Secretariat extended its gratitude to the United Republic of Tanzania, especially the Tanzania Communication Regulatory Authority, for this highly appreciated gesture of working tenaciously for the complete restoration of the PAPU website.



## **11. COMMUNICATION ACTIVITIES**

### **11.1 PAPU Day Celebrations for the year 2023**

PAPU joined the Host Country, in Dodoma, in celebrating the PAPU day with the theme “The Post: An established promoter of cross-border e-commerce in Africa” The Chairman of the PAPU Administrative Council who was on a business visit to the General Secretariat was also part of the proceedings. The Secretary General issued a PAPU DAY Message which was circulated to Member States as well as to the other PAPU Stakeholders.

### **11.2 Social Media Optimization**

In this era of dominance by social media platforms, PAPU General Secretariat is making use of two social media FACEBOOK and TWITTER that are accessed through the Union pages on <https://www.facebook.com/upapapu/> or on twitter the handle @papuafrica . The information shared contains day to day activities held within the General Secretariat and other activities held outside the General Secretariat but related to postal activities. The General Secretariat is going to revamp the Union Website to breathe new life to it in harmony with the aura and status that the PAPU Tower is bringing to the Union.

## **12. HUMAN RESOURCES MANAGEMENT**

### **12.1 Staff Issues**

The staff strength at the General Secretariat increased by three from a total of 14 to 17 staff members. The increase is due to the secondment of the Communication Officer by Tanzania and the Digital Transformation and Financial Inclusion Officer by Senegal, respectively. A Driver was recruited for the Assistant Secretary General. The General Secretariat is currently working towards securing more secondments at the full cost of the sponsoring Member State in line with the decision of the 40<sup>th</sup> Administrative Council that was held in Kinshasa, Democratic Republic of Congo.

### **12.2 Advancement**

12.2.1 Four (4) permanent staff members were advanced to the next scale of their grade level during the 2022/2023 financial year in line with Resolution No01/PAPU/PC/VIII/2012 of the 8th Ordinary

Plenipotentiary Conference and Rule 25 of the Staff Rules and Regulations. All the beneficiary staff were advanced in line with paragraph 4 of Rule 25, which stipulates that eligible staff members 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 if he/she obtains 60% or more aggregate score.

12.2.2 Six (6) permanent staff that have reached the last step of their salary grades can no longer be advanced. This is because the Union has no clearly defined procedure for advancing staff who have already reached the last step of their grade level after serving for at least ten years. The General Secretariat proposed an amendment that is in line with the African Union Policy on Advancement that was adopted and has been continuously implemented since May 2016 and submitted to the Human Resources Management Working Group. Further deliberation was made at the Finance and Administration and Finance Committee. The matter will be tabled by the Committee to the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council.

### 12.3 Analysis of Staffing position and distribution at the General Secretariat

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)	2	1	-	1	2	2	4	6	1
5	General Services A	2	-	-	-	-	2	-	1	1
6	General Services B	4	-	-	-	-	3	-	4	-
	<b>Total</b>	<b>9</b>	<b>1</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>13</b>	<b>4</b>	<b>14</b>	<b>3</b>

The staff numbers across the Regions and across genders need to be rebalanced to achieve some degree of equity within the General Secretariat, in accordance with the spirit of the Union's Acts.

#### **12.4 Staff Training and Capacity Building**

A limited number of our Staff were trained to enhance their skills and competencies. The General Secretariat will continue to seek and identify opportunities for technical training to ensure that staff receives more robust capacity-building programs during the 2023/2024 financial year.

#### **12.5 PAPU Staff Pension**

The management of the PAPU staff pension fund is handled by a committee established in line with Rule 51 of the Staff Rules and Regulations. The Committee is chaired by the Secretary General.

12.5.1 At the end of the 2022/2023 financial year, the pension fund earned interest amounting to USD 11,383.20. The earnings are lower than the previous year due to the resignation of the Head of the Executive Office and the maturity date of the last six months' investment, which fell into the new financial year. The total income for the current financial year was not adversely affected by inflation, given that they are denominated in United States Dollars.

12.5.2 As of 31 May 2023, the end of the 2022/2023 financial year, the total balance available in the fund is USD 716,222.94 (USD 612,353.41 in 2021/2022).

12.5.3 The PAPU Staff Pension Rules have been considered by the relevant Working Groups and Committees. This is a useful tool for ensuring value-for-money Management of Staff pensions that will enhance transparency and high-yield investments.

#### **12.6 PAPU Staff Association**

12.6.1 The Union continues to meet its obligation to the PAPU Staff Association. During the 2022/2023 financial year, the Union transferred USD 4,159.83 to the Association as its counterpart mandatory 1% of basic salary contribution.

12.6.2 The PAPU Staff Association has enhanced the bonds of solidarity and mutual assistance among the staff members. Through its various activities, the Association contributes to social interaction, a better understanding of the legal Instruments governing the Union, as well as interaction with service providers with a view to getting added value for all its members.

The Association members remained closely knit, supporting each other in different circumstances, and had its regular annual get-together, which gathers all staff and their family members in December 2022. Health talks were also organized by the medical insurance service provider.

### **13. INTERNATIONAL CONFERENCES, MEETINGS AND WORKSHOPS**

The General Secretariat organized meetings for the Union Membership at various levels in accordance with the identified issues. As part of its coordination role, the General Secretariat facilitated Preparatory and Consultative meetings for Members prior to the UPU Council Meetings, which were held in October 2022 and May 2023.

The detailed Annex II indicates the details of Meetings, Workshops, and Conferences held and/or attended by the General Secretariat.

### **14. LANGUAGE SERVICES**

The Language Services Unit of the General Secretariat is mainly responsible for facilitating interlingual written and oral communications with both in-house and external stakeholders.

In this role, it is mainly responsible for the following:

- Translation of written materials, including letters, press articles, memos, presentations, minutes, speeches, etc....
- Interpretation to facilitate communication between speakers of different languages during meetings, conferences, or other working sessions.
- Language advisory services to Management to ensure that language training delivered to PAPU Staff helps to improve the trainees' proficiency in the Union's working languages.

In light of the aforementioned responsibilities and tasks, the activities presented hereunder were successfully performed during the period under review.

### 14.1 Translation

Documents received for translation included working documents for meetings, inbound and outbound letters, write-ups for the PAPU website, contracts, etc.... These were all satisfactorily translated from French into English or vice versa within the allotted time frames. The table below encapsulates translation activity during the period.

No.	Originators	English → French		French → English		Total Word count	Total documents
		Word count	Number of documents	Word count	Number of documents		
1	Administration and Finance	89 637	43	10 341	17	99 978	60
2	Legal and Regulatory Affairs	26 791	29	74 158	56	100 949	85
3	Operations and Technology	127 580	98	13 247	24	44 490	122
4	Executive Office	42 665	71	29 364	56	72 029	127
<b>Grand total</b>		<b>286 673</b>	<b>241</b>	<b>127 110</b>	<b>153</b>	<b>317 446</b>	<b>394</b>

### 14.2 Interpretation

The General Secretariat's Language Services Unit delivered interpretation services for all meetings held online or in-person, including facilitating the sourcing of external interpreters for meetings organized in collaboration

with external stakeholders, particularly the Universal Postal Union or other PAPU Member States. Below are some of the key meetings serviced or facilitated by the Unit:

- i The Introductory meeting between PAPU and the African Union Commission was held online on 22<sup>nd</sup> September 2022;
- ii The 40<sup>th</sup> Ordinary Session of the PAPU Administrative Council held in a hybrid format in Kinshasa, DRC, from 4<sup>th</sup> to 14<sup>th</sup> July 2022;
- iii The UPU Certification Workshop for Postal Security Experts held in-person in Arusha from 28<sup>th</sup> to 30<sup>th</sup> September 2022;
- iv The Africa Coordination Meeting on the UPU POC and CA agendas held online on 5<sup>th</sup> October 2022;
- v ORE II Project Kick-Off and Remuneration Workshops held in-person in Abuja, Nigeria, from 13<sup>th</sup> to 17<sup>th</sup> December 2022;
- vi The EAD and CDS Training Workshop for Africa Region Designated Operators held in-person in Zanzibar, Tanzania, from 21<sup>st</sup> to 23<sup>rd</sup> February 2023;
- vii African Postal Regulators Conference held in person in Dakar, Senegal, from 23<sup>rd</sup> to 26<sup>th</sup> May 2023;
- viii The African Postal Leaders Forum held in-person in Abidjan, Côte d'Ivoire, from 28<sup>th</sup> to 30<sup>th</sup> June 2023;
- ix Various meetings of Working Groups and Task Forces of the Administrative and Technical Committees in preparation for the 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council.

Overall, interpretation coverage for the events mentioned above was provided satisfactorily to facilitate interactions between the English-speaking and French-speaking groups.

### **14.3 Language advisory**

The Language Services Unit advised Management on language training, particularly in French, delivered by the Alliance Franco-Tanzanienne. The Unit liaised with the Organization internationale de la Francophonie (OIF) officers to ensure the successful implementation of the training programme.

## **15. CONCLUSION AND OUTLOOK FOR NEXT FINANCIAL YEAR – 2023-2024**

The General Secretariat is looking forward to better accomplishments with anticipation on the strength of the following developments:

- i) The Union's financial position is expected to improve when new measures that have been proffered by the Finance and Administration Committee are implemented.
- ii) Re-location to the New Headquarters that has adequate space for the General Secretariat activities.
- iii) The creation of the ICT Capacity Building Center will assist in the training and upskilling postal employees in Africa.
- iv) The Working Groups will continue providing guidance and complimenting the General Secretariat.
- v) The expected increase in staff numbers through secondment on full board by sponsoring countries will push the efficiency and effectiveness to higher levels for the Union.
- vi) Crafting of internal policies will assist in guiding staff further in the execution of their duties
- vii) The conclusion of more partnerships with supply chain and technology

**A Resolution adopting the General Secretariat's Annual Activity Report for 2022-2023 is attached as Annex III.**

**16. ANNEX I: IMPLEMENTATION STATUS UPDATE FOR DECISIONS, RESOLUTIONS AND RECOMMENDATIONS**

<b>40<sup>th</sup> Administrative Council, Kinshasa, Democratic Republic of Congo, 2022</b>			<b>Status</b>
<b>S/N</b>	<b>DECISION</b>	<b>TITLE</b>	
1.	<b>Decision</b> <b>No.01/PAPU/AC/XL/2022</b>	On amendment of Rule 47 paragraph 5 of the Staff Rules and Regulations	Implemented
2.	<b>Decision</b> <b>No.02/PAPU/AC/XL/2022</b>	Approving the recruitment of staff to the PAPU General Secretariat on Secondment at the full cost of the sponsoring Member States seconding the concerned staff	Implementation is ongoing
3.	<b>Decision</b> <b>No.03/PAPU/AC/XL/2022</b>	On approval of the Budget of the Union for the 2022/2023 Financial Year	Implemented
4.	<b>Decision</b> <b>No.04/PAPU/AC/XL/2022</b>	On approval of the Accounts of the Pan African Postal Union for the 2020/2021 financial year	Implemented
5.	<b>Decision</b> <b>No.05/PAPU/AC/XL/2022</b>	On Appointment of the External Auditor	Implemented
<b>S/N</b>	<b>RESOLUTION</b>	<b>TITLE</b>	
1.	<b>Resolution</b> <b>No.01/PAPU/AC/XL/2022</b>	On adoption of the annual activity report of Secretary General for 2021-2022	Done
2.	<b>Resolution</b> <b>No.02/PAPU/AC/XL/2022</b>	On Operations and Technology Matters	Done/on-going
3.	<b>Resolution</b> <b>No.03/PAPU/AC/XL/2022</b>	On Extraordinary provisions for the recovery of Member States mandatory outstanding financial contributions	Implementation is ongoing



4.	<b>Resolution No.04/PAPU/AC/XL/2022</b>	On Terms of Reference of the Finance and Administration Committee	Implemented
5.	<b>Resolution No.05/PAPU/AC/XL/2022</b>	On Creating Working Groups within the Finance and Administration Committee	Implemented
6.	<b>Resolution No.06/PAPU/AC/XL/2022</b>	On Variations Arising from the Construction of PAPU House building	Implemented
7.	<b>Resolution No.07/PAPU/AC/XL/2022</b>	On Policy and Legal Harmonization Matters	Done/on-going (AC Membership)
8.	<b>Resolution No.08/PAPU/AC/XL/2022</b>	On Regulation Development Matters	Done
9.	<b>Resolution No.09/PAPU/AC/XL/2022</b>	On Strategy Matters	Done/on-going
10.	<b>Resolution No.10/PAPU/AC/XL/2022</b>	On Postal Regulation	Done

**17. ANNEX II: CONFERENCES, MEETINGS, AND WORKSHOPS HELD/ATTENDED DURING THE YEAR 2022/2023**

N° S/N	EVENT / ACTIVITE	DATES	VENUE / LIEU
<b>Year 2022</b>			
1.	Africa Coordination Meeting on POC & CA agenda issues	Oct 5th 2022	Virtual
2.	UPU Postal Operations Council (POC)	Oct 17th-21st	Berne, Switzerland (Hybrid)
3.	UPU Council of Administration (CA)	Oct 24th-28th	Berne, Switzerland (Hybrid)
<b>Year 2023</b>			
4.	PAPU DAY 2023 Celebrations / <i>Journée panafricaine des postes</i>	18/01/2023	Arusha (Tanzania / <i>Tanzanie</i> ) In-person / <i>Physique</i>
5.	PAPU Working Group Meetings / <i>Réunions des Groupes de travail</i>	02/2023	Virtual / <i>En ligne</i>
6.	PAPU Forum on Opening-Up of the UPU to Wider Postal Sector Players / <i>Forum de l'UPAP sur l'ouverture de l'UPU aux acteurs du secteur postal élargi</i>	08/03/2023	Virtual / <i>En ligne</i>

7.	AU validation workshop on the Study on Digitalization for the Improvement of Postal Services / <i>Atelier de validation de l'UA de l'étude sur la digitalisation au service du perfectionnement des services postaux</i>	Mid-March 2023 / <i>mi-mars 2023</i>	Addis Ababa (Ethiopia) / <i>Addis Abeba (Ethiopie)</i> In-person / <i>Physique</i>
8.	SAPOA Meetings (Management Board, Operations Directors Meeting, Annual General Meeting & SAPOA Postal Forum) / <i>Réunions SAPOA (Conseil d'administration, Réunion des directeurs d'exploitation, Assemblée générale annuelle &amp; Forum postal de la SAPOA)</i>	26 – 31/03/2023	Mauritius / <i>Maurice</i>
9.	CRASA 13 <sup>th</sup> Annual General Meeting / <i>13e Assemblée générale annuelle de la CRASA</i>	30 – 31/03/2023	DR Congo / <i>RD Congo</i>
10.	1 <sup>st</sup> Africa Coordination Meeting / <i>1ère réunion de concertation du Groupe Afrique</i>	19/04/2023	Virtual / <i>En ligne</i>
11.	WAPCO Postal Ministerial Conference / <i>Conférence des ministres en charge des postes de la CPEAO</i>	25 – 28/04/2023	Bamako (Mali)
12.	UPU POC/CA meetings / <i>Sessions du CEP/CA de l'UPU</i>	01 – 12/05/2023	Bern (Switzerland) / <i>Berne (Suisse)</i> Hybrid / <i>Hybride</i>
13.	Africa Postal Regulators' Conference / <i>Conférence des régulateurs postaux africains</i>	23 – 25/05/2023	Dakar (Senegal / <i>Sénégal</i> ) In-person / <i>Physique</i>
14.	UPU/WCO Global Conference / <i>Conférence UPU/OMD</i>	06 – 08/06/2023	Tokyo (Japan / <i>Japon</i> ) In-person / <i>Physique</i>

15.	Global Forum on Remittances Investment and Development / <i>Forum international sur les transferts d'argent, les investissements et le développement</i>	14 – 16/06/2023	Nairobi (Kenya) In-person / <i>Physique</i>
16.	Africa Postal Forum 2023	22 – 23/06/2023	Rabat (Morocco / <i>Maroc</i> ) In-person / <i>Physique</i>
17.	25 <sup>th</sup> EACO Congress & 29 <sup>th</sup> EACO Annual Assemblies / <i>25e Congrès &amp; 29e Assemblées annuelles de l'EACO</i>	26 – 30/06/2023	Bujumbura (Burundi) In-person / <i>Physique</i>
18.	PAPU 41 <sup>st</sup> Administrative and Technical Committee Meetings, Fora and Administrative Council Ordinary Session / <i>41ème session ordinaire du Conseil d'administration (Commissions, Fora et plénière)</i>	03 – 14/07/2023	Antananarivo (Madagascar) In-person / <i>Physique</i>
19.	UPU-PAPU Consultation for Extra Ordinary Congress / <i>Concertation UPU-UPAP en vue du Congrès extraordinaire</i>	1 day during 41 <sup>st</sup> AC Ordinary Session / <i>1 jour en marge du 41e CA</i>	Antananarivo (Madagascar) In-person / <i>Physique</i>
20.	Commissioning of PAPU House & African Postal Ministers' Business Forum / <i>Inauguration de l'immeuble siege de l'UPAP &amp; Forum économique des ministres chargés des services postaux</i>	28 – 31/08/2023	Arusha (Tanzania / <i>Tanzanie</i> ) In-person / <i>Physique</i>
21.	Digital Financial Services Workshop / <i>Atelier sur les services financiers numériques</i>	13 – 14/09/2023	Arusha (Tanzania / <i>Tanzanie</i> ) In-person / <i>Physique</i>

22.	2 <sup>nd</sup> Africa Coordination Meeting / <i>2<sup>ème</sup> réunion de concertation du Groupe Afrique</i>	20/09/2023	Virtual / <i>Virtuel</i>
23.	UPU Extraordinary Congress / <i>Congrès extraordinaire de l'UPU</i>	02 – 06/10/2023	Saudi Arabia / <i>Arabie Saoudite</i> In-person / <i>Physique</i>
24.	Africa Coordination Meeting 3 / <i>3<sup>ème</sup> concertation du Groupe Afrique</i>	20/10/2023	Virtual / <i>En ligne</i>
25.	UPU POC/CA meetings / <i>Sessions du CEP/CA de l'UPU</i>	30/10 – 10/11/2023	Bern (Switzerland) / <i>Berne (Suisse)</i> Hybrid / <i>Hybride</i>
26.	African Philatelic Conference 2023 / <i>Conférence africaine sur la philatélie 2023</i>	21 – 22/11/2023	Morocco / <i>Maroc</i> In-person / <i>Physique</i>

**Resolution No. 01/PAPU/AC/XLI/2023**

**On the adoption of the annual activity report of the Secretary General for 2022-2023**

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

**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 41<sup>st</sup> Ordinary Session of the Administrative Council;

**Having noted** the significant improvements made in the presentation of the report mentioned above, in both form and content;

**DECIDES:**

1. To express its satisfaction with the annual activity report presented by the Secretary General during the 41<sup>st</sup> Ordinary Session of the Administrative Council;
2. To congratulate the Secretary General and the entire staff of the General Secretariat on a job well done despite the challenges highlighted;
3. To adopt the report mentioned above

***Done in Arusha, United Republic of Tanzania, on 30<sup>th</sup> August, 2023***

**ANNEX 5**  
**RESOLUTION ON OPERATIONS AND TECHNOLOGY**  
**MATTERS**

## **Resolution No. 02/PAPU/AC/XLI/2023**

### **Operations and Technology Matters**

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

**Recalling** the establishment of the Operations and Technology Committee by the 9<sup>th</sup> Extra Ordinary Administrative Council held in Yaoundé, Cameroon by decision N°03/PAPU/AC/EXTRA.IX/2016 on Restructuring of Technical Committees of the Pan African Postal Union (PAPU);

**Further Recalling** that the Action Plan of the Committee for the period 2022-2025 was approved by the 40<sup>th</sup> Administrative Council held in Kinshasa, Democratic Republic of Congo (DRC), by Resolution No. 02/PAPU/AC/XLI/2023 on Operations and Technology Matters;

**Considering** that the Committee continued its work in the implementation of the Action Plan through its four Working Groups and a Task Force viz;

- a. Remuneration Working Group;
- b. Digitalization and Innovation Working Group;
- c. Promotion of Philately Working Group;
- d. Supply Chain Working Group.
  - o PAPU-AFRAA Task Force

**Noting** that the Committee held its meeting to deliberate on specific issues relating to Operations and Technology emanating from the Working Groups and Task Force;

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

**Do hereby** adopt the Operations and Technology Committee Report;

**Notes** the Progress Report on Implementation of the Program of Activities of the Operations and Technology Committee;



**Further notes** the Status Report on Digitalization of Postal services in Africa;

**Adopts** the recommendations contained in the Report on the following:

**a. On Remuneration:**

- i. Designated Operators (DOs) need to pay attention to the specific articles of the Convention to understand the principles under each remuneration system;
- ii. Designated Operators should take note of the contents of IB Circulars for each remuneration system;
- iii. Important deadlines for submitting information to the International Bureau for each remuneration system should be observed;
- iv. Designated Operators should complete questionnaires circulated by either the UPU or PAPU General Secretariat to ensure that African views are included in remuneration studies and surveys;
- v. Member States should support the proposal to make tracked delivery service mandatory at the Riyadh Extra Ordinary Congress, considering that Designated Operators will receive extra remuneration for scanning EMD events for the first two (2) years;

**b. On Digitalization and Innovation:**

- i. Designated Operators should attend Global Financial Services fora to keep abreast with developments in the global market and benchmark on best practices;
- ii. Regulators and Governments should recognize the Post as a partner in enhancing financial inclusion through the provision of remittance and other financial services hence, they should provide an enabling environment and appropriate regulations;
- iii. Digital transformation in the provision of financial services is the global norm; hence, Post Offices in Africa should not be left behind;
- iv. Development partners should collaborate with the Post to provide financial services in marginalized areas;
- v. Designated Operators should complete the questionnaire on the status of digitalization of postal services in Africa for the General Secretariat to have a clear view on the status of Africa.

**c. On Philately:**

- i. Member States should physically and actively participate in global philatelic activities and the Africa Philatelic Conference to develop further and promote African Philately;
- ii. Designated Operators should digitize their philatelic products in collaboration with the UPU and renowned industry partners in line with global trends;
- iii. Designated Operators should participate in annual joint stamp issues to promote African heritage and events.

**d. On Supply Chain Activities:**

- i. Designated Operators must constantly update the different compendia to ensure efficient operations and supply chain integration (Transport Compendium, Customs Compendium, Letter Post Compendium, Parcel Post Compendium ...);
- ii. Designated Operators should develop and sign Memoranda of Understanding (MoUs) with their national Customs authorities in line with the WCO–UPU guidelines for an MoU at the national level;
- iii. Member States should ensure compliance with Electronic Advance Data (EAD) and continuously report progress and implementation of workshop recommendations through feedback meetings;
- iv. The General Secretariat should take up matters with the Specialized Technical Committee (STC) for Ministers in Charge of Posts and ICT regarding how customs matters can be tackled at the regional level as well as at the Designated Operator (DO) level;
- v. African Member States should vote against Congress Proposal 20-4-1 during the Riyadh Extra Ordinary Congress since it is in violation of the freedom of transit, provide preferential treatment for EU countries and impose complex and expensive operations on non-EU DOs, which contradicts the Freedom of transit and single postal territory principles as provided for in the UPU Constitution.

**e. On PAPU/AFRAA matters:**

- i. Designated Operators should enter into formal agreements with airlines using the UPU/IATA Framework Agreement and its Guidelines;

- ii. Designated Operators should exchange electronic information with airlines to achieve mail visibility and paperless exchange of information (Paperless Transport);
- iii. Designated Operators should ensure that they settle mail conveyance dues with airlines to maintain efficient transportation of mail and cordial relations;
- iv. AFRAA should facilitate the exchange of Electronic Advance Data (EAD) with African airlines to ensure visibility of mail in the supply chain as well as compliance with UPU Regulations;
- v. PAPU and AFRAA should fulfill the conditions of their MoU and continue collaborating to ensure the efficient conveyance of African mail.

**Calls upon** 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 Administrative Council.

***Done in Arusha, Tanzania, on 30<sup>th</sup> August, 2023***

**ANNEX 6**

**DECISIONS, RESOLUTIONS AND RECOMMENDATION**

**ON FINANCE AND ADMINISTRATION MATTERS**

**Decision No. 01/PAPU/AC/XLI/2023**

**On Amendment of 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 41<sup>st</sup> Ordinary Session in Arusha, Tanzania, from 29-30 August, 2023;**

**Considering** Rule 89 of the Staff Rules and Regulations;

**Further considering** Article 5, paragraph 5, of the Detailed Regulations of the Convention conferring competence on the Administrative Council to adopt and amend the Staff Rules and Regulations;

**Taking** into account the dynamic and continuously evolving issues surrounding human resources management and practices in international organizations;

**Desirous** of attracting the most suitable candidates to join the General Secretariat of the Union:

**Aware** that the proposed amendments have no additional financial implication on the Members of the Union;

**Having examined** the amendments proposed by the General Secretariat and duly considered and recommended by the Human Resources Management Working Group and the Finance and Administration Committee;

**Persuaded** that the proposed amendments should be adopted to improve human resources management as stipulated in the Staff Rules and Regulations;

**HEREBY DECIDES AS FOLLOWS:**

To adopt the amendments to the Staff Rules and Regulations as annexed hereto;

**INSTRUCTS**

The General Secretariat to implement this Decision accordingly.

***Done in Arusha, Tanzania, on 30<sup>th</sup> August 2023***

S/n	Rules	Present Rule	Proposed amendment	Justification for amendment
4.1	<p><b>Chapter III – Description of Positions Rule 6</b></p>	<p><b>Professional Category Staff</b></p> <p>1. It shall comprise of professional staff that shall include members of staff responsible for conceiving, planning, managing, supervising, monitoring, drafting texts and evaluating activities as well as technical staff responsible for developing, implementing and supervising activities and those with specialist functions, such as revising, translating, interpreting, proof-reading, précis-writing and evaluating materials.</p> <p>2. The general qualifications required for these positions are as follows:</p> <p><u>Education:</u></p>	<p><b>Professional Category Staff</b></p> <p><b>Professional Category Staff</b></p> <p>1. It shall comprise of professional staff that shall include members of staff responsible for conceiving, planning, managing, supervising, monitoring, drafting texts and evaluating activities as well as technical staff responsible for developing, implementing and supervising activities and those with specialist functions, such as revising, translating, interpreting, proof-reading, précis-writing and evaluating materials.</p> <p>2. The general qualifications required for these positions are as follows:</p> <p><u>Education:</u> Bachelor’s Degree or its equivalent as certified by a recognized competent authority</p> <p><u>Experience</u></p>	<p>To align working experience to specific job requirements instead of generalization of all categories of job within the professional category.</p>

		<p>Bachelor's Degree or its equivalent as certified by a recognized competent authority</p> <p><u>Experience</u></p> <p>Must have acquired a minimum 10 years experience in the area concerned.</p> <p>3. Specific Academic and Professional qualifications together with required competencies for each cadre of professional staff shall be determined by the Council, with the input of the Secretary General, taking account of the Vision, Mission and Objectives of the Union.</p>	<p>Must have acquired a minimum <del>of 10 years</del> working experience in the area concerned <b><u>as specified in the annexure on qualifications for classification of staff of the Pan African Postal Union.</u></b></p> <p>3. Specific Academic and Professional qualifications together with required competencies for each cadre of professional staff shall be determined by the Council, with the input of the Secretary General, taking account of the Vision, Mission and Objectives of the Union.</p>	
4.2	<b>Chapter IV - Recruitment Rule 9</b>	1. No person shall be recruited or appointed to any position of the Union:	<p>1. No person shall be recruited and appointed to any position of the Union:</p> <p>a) if he is not a national of a Member State</p>	To remove possible discriminatory practice against younger and exceptionally well qualified persons

		<ul style="list-style-type: none"> <li>a) if he is not a national of a Member State;</li> <li>b) if he has been convicted of any criminal offence;</li> <li>c) if a medical doctor has not declared him physically fit to hold the position applied for and is suffering from any temporary or permanent derangement;</li> <li>d) if he is less than 20 years or more than 50 years old;</li> <li>e) if he is not fluent in at least one of the working languages of the Union.</li> <li>f) if he is a national of member state that is in arrears of contribution for two consecutive years</li> <li>g) if he/she is a child/spouse, brother, sister, father or mother of a member of a staff.</li> </ul>	<ul style="list-style-type: none"> <li>b) If he has been convicted of any criminal offence</li> <li>c) If a medical doctor has not declared him physically fit to hold the position applied for and is suffering from any temporary or permanent derangement</li> <li>d) if he is <del>less than 20 years or</del> more than 50 years old;</li> <li>e) If he is not fluent in at least one of the working languages of the Union</li> <li>f) If he is a national of Member States that is in arrears of contribution for two consecutive years</li> <li>g) If he/she is a child/spouse, brother, father or mother of a member of a staff</li> </ul>	
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4.3	<p><b>Chapter VI</b></p> <p><b>Rule 25</b></p>	<p>1. Each duly confirmed staff member shall be entitled to one step salary advancement within the same grade on the basis of merit and a satisfactory appraisal report after each year of uninterrupted service.</p> <p>2. A record of performance and an appraisal report on the work and conduct of each member of staff shall be submitted at least once a year to the Secretary General by his supervising officer and communicated to the officer who shall attest that he has received and read it. He shall have the right to submit his comments thereon to his supervisor who shall then</p>	<p>1. Each duly confirmed staff member shall be entitled to one step salary advancement within the same grade on the basis of merit and a satisfactory appraisal report after each year of uninterrupted service.</p> <p>2. A record of performance and an appraisal report on the work and conduct of each member of staff shall be submitted at least once a year to the Secretary General by his supervising officer and communicated to the officer who shall attest that he has received and read it. He shall have the right to submit his comments thereon to his supervisor who shall then forward it to the Secretary General.</p> <p>3. This report shall be kept in the personal file of each officer for reference whenever necessary.</p> <p>4. Each member of staff shall be advanced to the next salary step within the same grade on the basis of assessed satisfactory</p>	<p>To ensure that staff members who have reached the ceiling of their grade are further motivated in line with the practice at the African Union and her other Specialized Agencies.</p>
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	<p>forward it to the Secretary General.</p> <p>3. This report shall be kept in the personal file of each officer for reference whenever necessary.</p> <p>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 if he obtains 60% or more aggregate score.</p> <p>5. If the annual report is satisfactory, a member of staff who has reached the ceiling of his grade may be promoted on the recommendation of the Advisory Committee to the next grade and be upgraded by one step immediately above the one</p>	<p>performance and appraisal report after each year of continuous service if he obtains 60% or more aggregate score.</p> <p><del>5. If the annual report is satisfactory, a member of staff who has reached the ceiling of his grade may be promoted on the recommendation of the Advisory Committee to the next grade and be upgraded by one step immediately above the one corresponding to his last salary subject to availability of vacancy.</del></p> <p>6. If the annual report is unsatisfactory no increment shall be granted until twelve months have elapsed. However, a withheld increment may be restored after an assessed and recorded marked improvement in the performance of a member of staff provided the staff has been re-assessed after the lapse of a period of six months. The new advancement date for the next year shall be at least twelve months from the date of the advancement.</p>	
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		<p>corresponding to his last salary subject to availability of vacancy.</p> <p>6. If the annual report is unsatisfactory no increment shall be granted until twelve months have elapsed. However, a withheld increment may be restored after an assessed and recorded marked improvement in the performance of a member of staff provided the staff has been re-assessed after the lapse of a period of six months. The new advancement date for the next year shall be at least twelve months from the date of the advancement.</p>	<p>7. <u>Progression from one grade to another after reaching the ceiling of the grade shall be subject to successful outcome of a performance assessment and conduct appraisal showing that the staff member obtained sixty percent (60%) or more aggregate score and is performing his/her duties satisfactorily.</u></p> <p>8. <u>Where a staff member reaches the tenth or last step of the grade, he/she shall advance to the next grade and shall be placed on a step that is higher in value to his/her salary prior to the next advancement. He/she shall be assigned this new grade and step on a personal-to-holder basis after spending two consecutive years on the ceiling of the last grade.</u></p> <p>9. The annual increment may be withheld as a disciplinary measure under these Rules.</p>	
4.4	<b>Annexure</b>	P5 – Category Qualifications	P5	

	<b>Categorization of Staff</b>	<p>-PhD in the relevant field or Baccalaureate + 5 years of university education; or</p> <p>-Director position in Administration of origin;</p> <p>or</p> <p>-Having 3 years of seniority at the last step of P4</p> <p>Plus</p> <p>15 years' experience in the relevant field at the time of recruitment</p>	<p>-Advanced University Degree (Master or Equivalent) in the relevant field plus <b>12</b> years' experience in the relevant field half of which must have been spent at management level at the time of recruitment</p> <p>Or</p> <p>- First level University Degree (Bachelor or equivalent) in the relevant field plus <b>14</b> years' experience in the relevant field half of which must have been spent at management level at the time of recruitment.</p>	
4.5	<b>Annexure Categorization of Staff</b>	<p>P4 -Category Qualifications</p> <p>Masters Degree or Equivalent post Bachelors degree qualification of not less than two years duration</p> <p>Plus 15 years' experience in the relevant field at the time of recruitment;</p> <p><b>or</b></p>	<p>P4 -Category Qualifications</p> <p>Advanced University Degree (Masters Degree or Equivalent)</p> <p>Plus</p> <p><del>15</del> <b>10</b> years working experience in the relevant field at the time of recruitment; <b>or</b></p> <p>First level University Degree (Bachelors or equivalent) plus <del>12</del> <b>14</b> years' experience in the relevant field at the time of recruitment</p>	To align the years of experience for recruitment of staff on different grades within professional category in line with best practices in other international organizations

		Bachelors degree plus 18 years post qualification experience in the relevant field		
		<p>P3</p> <ul style="list-style-type: none"> <li>-University Bachelor's degree in the relevant field</li> <li>-Baccalaureate + a professional diploma requiring four (4) years training</li> <li>-Equivalent recognized diplomas of not less than four years training</li> </ul> <p>Plus</p> <p><b>10</b> years' experience in the relevant field on the date of appointment</p>	<p><b>P3</b></p> <p>First level University degree (Bachelors or equivalent) in the relevant field</p> <p><del>40</del> <b>Plus 7</b> years' experience in the relevant field at the time of recruitment</p>	-ditto-
		<p>P2</p> <ul style="list-style-type: none"> <li>-University bachelors degree in the relevant field</li> <li>-Baccalaureate + a professional diploma requiring three (3) years training</li> </ul>	<p><b>P2</b></p> <ul style="list-style-type: none"> <li>-First level University degree (Bachelors or equivalent) in the relevant field</li> </ul> <p>Plus</p> <p><del>40</del> <b>5</b> years' experience in the relevant field at the time of recruitment</p>	-ditto-

		<p>-Equivalent recognized diplomas of not less than three (3) years training</p> <p>Plus</p> <p>10 years' experience in the relevant field on the date of appointment</p>		
		<p><b>P1-DIPLOME D'ETUDES UNIVERSITAIRES GENERALS (D.EU.G.); or</b></p> <p><b>-DIPLOME UNIVERSITAIRE DE TECHNOLOGIE (D.U.T.) ; or</b></p> <p><b>-BREVET DE TECHNICIEN SUPERIEUR (B.T.S.) in the relevant field; or</b></p> <p><b>-Royal Society of Arts Stage III; or</b></p> <p><b>-Pitman Advanced Certificate; or</b></p> <p><b>-Equivalent recognised diplomas of not less than 2 years training</b></p> <p>Plus</p>	<p><b>P1</b></p> <p>First level University degree (Bachelors or equivalent) in the relevant field</p> <p>-Plus 3 years' experience in the relevant field at the time of recruitment</p> <p>Or</p> <p>-Diploma (of not less than two years training) in the relevant field</p> <p>Plus</p> <p>5 years' experience in the relevant field at the time of recruitment</p>	-ditto-

		10 years' experience in the relevant field on the date of appointment		
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**Decision No. 02/PAPU/AC/XLI/2023**

**Adoption of Pan African Postal Union (PAPU) Staff Pension Fund Rules**

**The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 41<sup>st</sup> Ordinary Session in Arusha, Tanzania from 29-30 August 2023;**

**Mandated** by Rule 51 of the Staff Rules and Regulations;

**Having** decided to adopt internal management of the General Secretariat Staff Pension Fund;

**Desirous** of managing the Staff Pension Fund in a stable way that guarantees optimal returns to the staff of the Union;

**Further desirous** of creating adequate capital for individual participating staff so that their welfare is catered for when they retire from PAPU;

**Recognizing** the need to create a more transparent management process, structuring of investments to achieve higher yields, provision of proper oversight on the management of the funds, and an efficient way of pension disbursements;

**Having examined** the recommendation of the Finance and Administration Committee on the adoption of staff pension fund rules;

**Persuaded** that the comprehensive rules will adequately anchor the Pension Fund Management system;

**HEREBY DECIDES AS FOLLOWS:**

To adopt the Pan African Postal Union Staff Pension Rules as annexed hereto;

**INSTRUCTS**

The General Secretariat to implement this Decision accordingly.

***Done in Arusha, Tanzania, on 30<sup>th</sup> August 2023***



**Decision No. 03/PAPU/AC/XLI/2023**

**On the Approval of the Budget of the Union for the 2023/2024 Financial Year**

**The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 41<sup>st</sup> Ordinary Session in Arusha, Tanzania from 29 -30 August 2023;**

**Cognizant** of the budget ceiling, totaling USD 1,946,757.00 approved by the 10<sup>th</sup> ordinary Plenipotentiary Conference for 2023/2024 financial year of the Union;

**Pursuant** to Articles 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 2023/2024 financial year;

**Conscious** of the need for effective implementation of all the activities approved by the 10<sup>th</sup> Ordinary Session of the Plenipotentiary Conference of PAPU as well as the Resolutions of the Abidjan 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:**

To approve **USD 1,942,623.00** only being the total annual budget of the Union for the 2023/2024 financial year on the prevailing scale of assessment for the 2022/2025 quadrennial cycle;

**INSTRUCTS:**

The Secretary General to ensure prudent implementation of all the approved programmes and activities for the year within the limits of the funds generated by the Union.

***Done in Arusha, Tanzania on 30<sup>th</sup> August, 2023***

**Decision No. 04/PAPU/AC/XLI/2023**

**On the approval of the Accounts of the Pan African Postal Union for the 2023/2024 Financial Year**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 41<sup>st</sup> Ordinary Session in Arusha, Tanzania from 29–30 August, 2023;**

**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;

**Considering** the financial statements of the Union for the year ended 31<sup>st</sup> May 2022 and the unqualified opinion of the External Auditor thereon;

**Having** been examined 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 2021/2022 financial year;

***Done in Arusha, Tanzania on 30<sup>th</sup> August, 2023***

**Decision No. 05/PAPU/AC/XLI/2023**

**On Appointment of the External Auditor**

**The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 41<sup>st</sup> Ordinary Session in Arusha, Tanzania, from 29–30 August, 2023;**

**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 auditor, **Ernst & Young**, will expire after the conclusion of the 2021/2022 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 in continuing as the external auditor of the Union;

**DECIDES AS FOLLOWS:**

To re-appoint Ernst & Young as the External Auditor of the Union at the existing annual fee of USD 10,400.00 for the auditing of the 2022/2023 financial year

***Done in Arusha, Tanzania on 30<sup>th</sup> August, 2023***

## Resolution No. 03/PAPU/AC/XLI/2023

### On Variations Arising from the Construction of the PAPU Headquarters Building

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 41<sup>st</sup> Ordinary Session in Arusha, Tanzania, on 29-30 August 2023;

**Recalling** the approval of the Plenipotentiary Conference instructing the Secretary General to pursue all other sundry matters related to the realization of the PAPU House project;

**Further recalling** Resolution No.06/PAPU/AC/XLI/2023 of the 40<sup>th</sup> Ordinary Administrative Council;

**Having examined** the report of the Secretary General on the PAPU Headquarters building concerning the variations that have arisen in the course of the construction of the building;

**Noting** that the variations have the following additional advantages:

- ✓ Use of glass for Internal partitions instead of concrete bricks and complete covering of glass partitions on the ground floor for uniformity;
- ✓ Relocation of electrical installations to the basement from the ground floor and partitioning of basement power distribution room in compliance with statutory requirements;
- ✓ Additional requirements for fencing of the expanded premises, paving of the rear access road and other exterior areas of the building;
- ✓ Installation of additional balustrades to comply with statutory safety requirements;
- ✓ Additional works for installation of Aviation warning lights;
- ✓ Increase in quantities of trunking to cover openings for steel up-stand beams in original areas that were not designed for trunking;
- ✓ Covering the top of aluminum cladding wall and some lower areas at the ground floor to prevent rain water on the walls of the building.

**Mindful** that the building has to be completed before the 41<sup>st</sup> Ordinary Session of the Administrative Council to ensure its inauguration;

**Conscious** that the recommended variations do not violate the statutes of the Host country

**Recalling** the mandate given to the Chairman of the Administrative Council to consider and approve variation requests emanating from the on-going construction works on behalf of the Council.

**Desirous** of realizing the full goal and objectives of the project as approved by the Plenipotentiary Conference;

**RESOLVE AS FOLLOWS:**

To approve all the variations recommended by the Joint Management Committee of the PAPU Headquarters building project.

***Done in Arusha, Tanzania on 30<sup>th</sup> August 2023***

**Recommendation No. 01/PAPU/AC/XLI/2023**

**On Appeal for Conversion of the mandatory outstanding contributions of the Republic of Liberia towards the resuscitation of Postal Infrastructure**

**The Administrative Council of the Pan African Postal Union (PAPU), meeting during its 41<sup>st</sup> ordinary session in Arusha, Tanzania, from 29<sup>th</sup> to 30<sup>th</sup> August 2025:**

**Aware** that the Plenipotentiary Conference is mandated by Article 11 of the Convention of the Pan African Postal Union as the Supreme and decision-making Organ of the Union, which shall ensure the attainment of the Union's objectives.

**Cognizant** of the circumstances that resulted in Liberia failing to pay their mandatory contributions as required, which was due to prolonged war, fall in the prices of the major export commodities resulting in economic difficulties, outbreak of Ebola disease as well as the global COVID-19 pandemic experienced by the Country.

**Considering** the proposal to convert the outstanding mandatory financial contribution into the resuscitation of postal infrastructure under the supervision of the Union;

**Further considering** Liberia's commitment to commence payment of annual mandatory contributions with effect from 2023/2024 financial year on a continuing and sustainable basis;

**Having examined** the recommendation of the Technical Committee that is charged with financial matters of the Union;

**Recognizing** the determination of Liberia to renovate damaged post offices, building of new post offices, equipping and furnishing of operational facilities;

**Conscious** that resuscitation of Liberia's postal infrastructure will contribute to improvement of both the continental and global postal network;

**HEREBY EXCEPTIONALLY RECOMMENDS AS FOLLOWS:**

- i. That the outstanding mandatory contributions of Liberia up to 2022/2023 financial year totaling USD 335,408.97 be converted towards resuscitation of postal infrastructure of the Republic of Liberia which will be monitored by the Union through the General Secretariat;
- ii. That the Union and Liberia shall enter into a Memorandum of Understanding (MOU) that will spell out the projects that will be executed with the outstanding contributions, modalities for implementation of the MOU and monitoring of the resuscitation of the postal infrastructure to the satisfaction of both parties to the MOU;
- iii. That Liberia commences payment of annual mandatory contribution with effect from 2023/2024 financial year on a continuing and sustainable basis;
- iv. That failure to pay annual mandatory contributions due without accumulating further arrears as pledged by Liberia shall invalidate this resolution

***Done in Arusha, Tanzania, on 30<sup>th</sup> August 2023***

**ANNEX 7**  
**RESOLUTIONS ON POLICY AND REGULATION MATTERS**



**Resolution No. 04/PAPU/AC/XLI/2023**

**Adopting the Harmonized Rules of Procedure of the Administrative and Technical Committees (ATCs) of the Pan African Postal Union (PAPU) Administrative Council**

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

**Mindful** of Decision No. 11/PAPU/AC/X/XXV/2016, restructuring the Administrative and Technical Committees and establishing the Finance and Administration Committee (FAC) and the Operations and Technology Committee (OTC);

**Further Mindful** of Decision No.04/PAPU/PC/X/2021, establishing the Policy and Regulation Committee (PRC) and the Strategy Committee (SC);

**Desirous** of setting forth Harmonized Rules of Procedure for all Administrative and Technical Committees, with a view to enhancing the efficiency and effectiveness of deliberations;

**Cognizant** of the recommendation tabled by the Policy and Regulation Committee;

**HEREBY RESOLVES AS FOLLOWS:**

Adopts the Harmonized Rules of Procedure of the Administrative and Technical Committees as annexed hereto.

**INSTRUCTS:**

The General Secretariat to implement this Resolution.

***Done in Arusha, United Republic of Tanzania, on 30 August 2023***

**Resolution No. 05/PAPU/AC/XLI/2023**

**Submitting a Resolution to amend the Acts of the Union concerning online voting and meetings**

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

**Aware** of the current lacuna in the Acts concerning online meetings and voting;

**Mindful** of the amendments to the Acts of the Union proposed by the Member States represented in the Legal Experts Task Force of the Policy and Regulation Committee;

**Considering** the relevance of the said proposals in addressing the aforementioned lacuna;

**Cognizant** of the recommendation tabled by the Policy and Regulation Committee;

**HEREBY RESOLVES AS FOLLOWS:**

Approves the principle of having a Resolution tabled to amend the Acts of the Union concerning online meetings and voting to submit to the next session of the Plenipotentiary Conference;

**INSTRUCTS:**

The General Secretariat to present the proposed amendments during the next session of the PAPU Plenipotentiary Conference;

***Done in Arusha, United Republic of Tanzania, on 30 August 2023***

**Resolution No. 06/PAPU/AC/XLI/2023**

**Formally establishing the African Postal Regulators Conference of the Pan African Postal Union  
(PAPU)**

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

**Considering** the importance of postal regulation;

**Mindful** of the enthusiasm inspired by the African Postal Regulators Conference held from May 23 to 24, 2023, in Dakar, Senegal, as well as the clarion call from the Member States' regulators that participated in the said Conference;

**Desirous** of creating a permanent platform for high-level interaction and experience-sharing between Africa's postal regulators;

**Cognizant** of the recommendation tabled by the Policy and Regulation Committee;

**HEREBY RESOLVES AS FOLLOWS:**

To establish the African Postal Regulators Conference;

**INSTRUCTS:**

The General Secretariat to implement this Resolution.

***Done in Arusha, United Republic of Tanzania, on 30 August 2023***

**Resolution No. 07/PAPU/AC/XLI/2023**

**Adopting the Terms of Reference (ToRs) of the Postal CEOs Forum and the Postal Regulators Forum**

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

**Considering** the PAPU Administrative Council's Resolution No. 18/PAPU/AC/XXXVI/2017 of 10 May 2017, establishing an annual African Postal Regulators Forum;

**Further considering** the Council's Resolution No. 06/PAPU/AC/XXXVIII/2019 of 19 June 2019, establishing an annual African Postal CEOs Forum;

**Mindful** of the need for improved coordination in organizing both fora, particularly by drafting harmonized ToRs, aligning the makeup of the Bureaus with those of the Union's organs;

**Cognizant** of the recommendation tabled by the Policy and Regulation Committee;

**HEREBY RESOLVES AS FOLLOWS:**

Adopts the Terms of Reference (ToRs) as annexed hereto for the Postal CEOs Forum and the Postal Regulators Forum;

**INSTRUCTS:**

The General Secretariat to implement this Resolution.

***Done in Arusha, United Republic of Tanzania, on 30 August 2023***

## **a) Terms of Reference of postal regulators forum**

### **1. BACKGROUND AND RATIONALE**

By Resolution No.18/PAPU/AC/XXXVI/2017, the PAPU Administrative Council, meeting during its 36th Ordinary Session held from 8th to 10th May 2017 in Nairobi (Kenya), established an annual Postal Regulators Forum to be held on the sidelines of its deliberations. Since then, the Forum has been a prominent item on its agenda.

However, the Forum is not equipped with Terms of Reference (ToRs) to clarify its objectives and the means to achieve same. Consequently, there is need to come up with such an instrument.

### **2. OBJECTIVES**

#### **2.1- Overall objective:**

The overarching objective is to provide a formal and dependable platform for sharing ideas and experiences on postal regulation, as well as building new partnerships.

#### **2.2- Specific objectives:**

More specifically, postal regulators will be able to:

- Conduct a situational analysis of the operating environment of the African post in general and the regulatory authority in particular;
- Share information and studies conducted in the field of regulation;
- Discuss matters relating to harmonization of postal regulation policies and regulatory frameworks; ...
- Craft strategies to address current challenges and capitalize on opportunities to develop regulation;
- Analyze new customer needs and expectations, especially with respect to ICTs;
- Specify their expectations from international postal bodies, notably PAPU;
- Build working relationships and forge partnerships with other stakeholders in the sector.

### **3. EXPECTED RESULTS**

The following outcomes are expected from each forum:

- Challenges facing postal regulation and possible shared solutions;
- More motivated postal regulators with regard to PAPU activities;
- Greater understanding of thematic issues debated;
- Partnerships created.

### **4. THEMES**

The rich array of potential themes for the event include:

- Global and regional trends in regulation;
- Sharing of information and studies on regulation;
- Opportunities opened up by digitization;
- Adaptation of the regulatory Framework;
- Relations with government authorities;
- Status of postal financial services;
- Competition;
- Relations between postal regulators, postal operators and financial regulators;
- Clear specification of roles and responsibilities between government, operators and regulators;
- Consumer rights protection;
- Standards and goals for quality of services expected by operators;
- Role of postal regulation in socioeconomic development;
- How regulators can support designated operators in driving innovation;
- Fostering financial inclusion via the postal network;
- Implementing UPS;

### **5. PARTICIPANTS**

In a bid to bring together as many African postal regulators as possible, the Forum will equally be open to non-PAPU member countries.

The Forum is open to associate members, private operators, associations or companies that will participate as observers, subject to being registered before the Forum;

### **6. MEETING FORMAT**

The Postal Regulators Forum will be held during the Ordinary Session of the PAPU Administrative Council:

- Either annually as a half-day event;
- Or biennially (every two years) as a one-day event, alternating with the CEOs Forum.

The Forum may be held in any other venue outside the AC session.

## **7. ORGANIZATION**

The Chair of the Forum shall rotate among PAPU Member States, considering the African Union's geographical distribution. The Chair shall be assisted by a Vice-Chair who shall act in his/her place in case of unavoidable absence. The Vice-Chair shall take over the Chair the end of the incumbent's term of office.

Where the country serving as Vice-Chair does not fulfil the requirements to hold the office of chairperson, a new chairperson shall be appointed.

The term of office of the Chair and Vice-Chair shall be two (2) years.

The Forum shall appoint two rapporteurs among the members

PAPU General Secretariat shall serve as Secretariat to the Forum

## **8. FINANCING**

Organizing the Forum does not require any additional or specific financial resources besides the regular budget of the Union. However, it is worth noting that:

- a) Observers may decide to contribute towards financing the event in partnership with PAPU or its Member States;
- b) Where the Forum is not held in conjunction with the Administrative Council's Ordinary Sessions, the host country shall bear the related operating costs.

The Chair of the Forum shall finance the operating costs of the Chair, if any.

Members shall finance their participation in the Forum.

### **b) Terms of Reference of Postal CEOs Forum**

#### **1. BACKGROUND AND RATIONALE**

By Resolution No. 06/PAPU/AC/XXXVIII/2019, the Administrative Council (AC) of the Pan African Postal Union (PAPU), meeting during its 38th Ordinary Session from 17<sup>th</sup> to 19<sup>th</sup> June in Ouagadougou (Burkina Faso), established an annual Postal CEOs Forum to be held on the sidelines of its deliberations. Since then, the Forum has been a prominent item on its agenda.

Having organized several editions, it has become clear that the Forum's ToRs contain gaps that hinder the full achievement of its original objectives.

Hence the need to take corrective measures.

## **2. OBJECTIVES**

### **2.1- Overall objective:**

The overarching objective is to provide a formal and dependable platform for African postal CEOs to share ideas and experiences.

### **2- Specific objectives:**

More specifically, postal CEOs will be able to:

- Conduct a situational analysis of the environment in which the African post operates;
- Craft strategies to address current challenges and capitalize on opportunities to develop the sector;
- Design potentially operational business models;
- Analyze new customer needs and expectations, especially concerning ICTs;
- Specify their expectations from international postal bodies, notably PAPU and the UPU;
- Build working relationships and forge partnerships with other stakeholders in the sector.

## **3. EXPECTED RESULTS**

The following outcomes are expected from each forum:

- Challenges facing the sector and possible solutions identified;
- More motivated postal leaders concerning PAPU activities;
- Greater understanding of thematic issues debated;
- Partnerships created.

## **4. THEMES**

The rich array of potential themes for the event include:

- Global and regional trends;



- Customer needs and new services;
- Opportunities opened up by digitization;
- Role of public postal services and rethinking of universal service;
- Relations with government authorities;
- Status of postal financial services;
- Competition;
- Relations between postal operators, postal regulators, and financial regulators;
- Consumer rights;
- Quality standards;
- Etc...

## **5. PARTICIPANTS**

The Forum will be equally open to non-PAPU member countries, with the aim of bringing together as many African postal CEOs as possible.

- a) Depending on the issues on the agenda, the Forum to associate members, private operators, associations, or companies that will participate as observers, subject to being registered before the Forum;
- b) Observers will only receive non-confidential information and documents from the Forum Secretariat.

## **6. MEETING FORMAT**

The Postal CEOs Forum will be held on the sidelines of the PAPU Administrative Council meeting:

- Either annually as a half-day event;
- Or biennially (every two years) as a one-day event, alternating with the Regulators Forum.

The Forum may be held in any other venue outside the AC session.

## **7. ORGANIZATION**

The Chair of the Forum shall rotate among PAPU Member States, considering the African Union's geographical distribution. The Chair shall be assisted by a Vice-Chair who shall act in his/her place in unavoidable absence. The Vice-Chair shall take over the Chair at the end of the incumbent's term of office.

Where the country serving as Vice-Chair does not fulfill the requirements to hold the office of the chairperson, a new chairperson shall be appointed.

The term of office of the Chair and Vice-Chair shall be two (2) years.

The Forum shall appoint two rapporteurs among the members.

PAPU General Secretariat shall serve as Secretariat to the Forum

## **8. FINANCING**

Organizing the Forum does not require any additional or specific financial resources besides the regular budget of the Union. However, it is worth noting that:

- a) Observers, partners, and sponsors may contribute to the financing of all or part of the Forum;
- b) Where the Forum is not held in conjunction with the Administrative Council's Ordinary Sessions, the host country shall bear the operating costs of the Forum.

The Chair of the Forum shall finance the operating costs of the Chair, if any.

Members shall finance their participation in the Forum.

**ANNEX 8**  
**RESOLUTION ON STRATEGY MATTERS**

**Resolution No. 08/PAPU/AC/XLI/2023**

**On Strategy Matters**

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

**Recalling** the establishment of the Strategy Committee by the 10<sup>th</sup> 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 10<sup>th</sup> 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 reacting afterward.

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

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

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

### **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 rates of returns with lower risks;
- ii. Ensure that revenues generated from the PAPU Tower are 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:

- i. Approve the creation of the ICT Experts Team”;
- ii. Create a Task Team to critically examine the draft ToRs to ensure that they do not duplicate those of other Working Groups.
- iii. The team should consider whether the proposal should be to create a Working Group under the Strategy Committee or an 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 42<sup>nd</sup> Administrative Council.

***Done in Arusha, Tanzania, on 30<sup>th</sup> August, 2023***

**ANNEX 9**

**TABLE OF DECISIONS & RESOLUTIONS OF THE 41<sup>ST</sup>  
ORDINARY SESSION OF THE PAPU ADMINISTRATIVE  
COUNCIL**

**41<sup>st</sup> Administrative Council, Arusha, United Republic of Tanzania, 2023**

<b>S/N</b>	<b>DECISION</b>	<b>TITLE</b>
1.	<b>Decision</b> No.01/PAPU/AC/XLI/2023	On Amendment of the Staff Rules and Regulations of the Pan African Postal Union (PAPU)
2.	<b>Decision</b> No.02/PAPU/AC/XLI/2023	Adoption of Pan African Postal Union (PAPU) staff pension fund rules
3.	<b>Decision</b> No.03/PAPU/AC/XLI/2023	On approval of the Budget of the Union for the 2023/2024 Financial Year
4.	<b>Decision</b> No.04/PAPU/AC/XLI/2023	On approval of the Accounts of the Pan African Postal Union for the 2021/2022 financial year
5.	<b>Decision</b> No.05/PAPU/AC/XLI/2023	On Appointment of the External Auditor
<b>S/N</b>	<b>RESOLUTION</b>	<b>TITLE</b>
1.	<b>Resolution</b> No.01/PAPU/AC/XLI/2023	On adoption of the annual activity report of Secretary General for 2022-2023
2.	<b>Resolution</b> No.02/PAPU/AC/XLI/2023	On Operations and Technology Matters
3.	<b>Resolution</b> No.03/PAPU/AC/XLI/2023	On Variations Arising from the Construction of PAPU Headquarters Building
4.	<b>Resolution</b> No.04/PAPU/AC/XLI/2023	Adopting the Harmonized Rules of Procedure of the Administrative and Technical Committees (ATCs) of the Pan African Postal Union (PAPU) Administrative Council
5.	<b>Resolution</b> No.05/PAPU/AC/XLI/2023	Submitting a Resolution to amend the Acts of the Union during the next Ordinary Session of the PAPU Plenipotentiary Conference
6.	<b>Resolution</b> No.06/PAPU/AC/XLI/2023	Formally establishing the African Postal Regulators Conference of the Pan African Postal Union (PAPU)
7.	<b>Resolution</b> No.07/PAPU/AC/XLI/2023	Adopting the Terms of Reference (ToRs) of the Postal CEOs Forum and the Postal Regulators Forum
8.	<b>Resolution</b> No.08/PAPU/AC/XLI/2023	On Strategy Matters
<b>S/N</b>	<b>RECOMMENDATION</b>	<b>TITLE</b>
1.	<b>Recommendation</b> No. 01/PAPU/AC/XLI/2023	On Appeal for Conversion of the mandatory outstanding contributions of the Republic of Liberia towards the resuscitation of Postal Infrastructure

**ANNEX 10**  
**FINAL COMMUNIQUE**



**41<sup>ST</sup> ORDINARY SESSION OF THE PAN AFRICAN POSTAL UNION (PAPU) ADMINISTRATIVE  
COUNCIL**

**29<sup>TH</sup> – 30<sup>TH</sup> August, 2023**

**ARUSHA, UNITED REPUBLIC OF TANZANIA**

**FINAL COMMUNIQUE  
READ BY MALAWI**

The 41<sup>st</sup> Ordinary Session of the PAPU Administrative Council was held from 29<sup>th</sup> to 30<sup>th</sup> August 2023, in Arusha, United Republic of Tanzania. It was preceded by the Administrative and Technical Committee meetings held from 24<sup>th</sup> to 28<sup>th</sup> August 2023.

The Council was initially presided over by its Chairman, **Richard Ranarison**, the Director General of the Post of Madagascar. It was later presided over by **Mrs. Tshibonge Mbiye Sandra** after the new Bureau was installed.

The official opening ceremony was presided over by **Mr. Selestine Gervas Kakele**, Deputy Permanent Secretary, Ministry of Information, Communication and Information Technology of the United Republic of Tanzania.

**I. Participation**

The following Council Members participated in the session:

**Algeria, Benin, Botswana, Burkina Faso, Burundi, Democratic Republic of the Congo, Cameroon, Côte d'Ivoire, Eswatini, Ethiopia, Kenya, Madagascar, Malawi, Morocco, Namibia, Nigeria, Senegal, Tanzania and Zimbabwe.**

The following members of the Administrative Council were absent: **Niger, Sudan, Tunisia and Zambia.**

The following participated as observers:

Member States: **Chad, Republic of Congo, Egypt, Ghana, Guinea, Lesotho, Mali, Mozambique, South Africa and Uganda.**

The following organizations participated as partner organizations and restricted unions: **AFRALTI, ATU, Communications Regulators' Association of Southern Africa (CRASA), EACO, PUMed, Southern Africa Postal Operators Association (SAPOA), and Universal Postal Union (UPU).**

**II. Election and Installation of the Bureau**

The Bureau was installed as follows:

<b>Chairman:</b>	Democratic Republic of the Congo;
<b>1<sup>st</sup> Vice-Chairman:</b>	Ethiopia;
<b>2<sup>nd</sup> Vice-Chairman:</b>	Morocco;
<b>Rapporteurs:</b>	Benin and Kingdom of Eswatini.

### **III. Agenda**

During the session, the Council examined all the agenda items under the following broad topics:

- Confirmation of quorum;
- Opening Remarks by Chairperson;
- Adoption of the Agenda and the Work Programme;
- Report of the Chairman of the Administrative Council;
- Remarks by the incoming Chairperson;
- Report of Activities of the Secretary General for the 2022/2023 period;
- Reports and recommendations of Technical Committees:
  - Operations and Technology;
  - Finance and Administration;
  - Policy and Regulation;
  - Strategy;
  - Postal Regulators' Conference;
- Report of the External Auditor on the Accounts of the Union for the financial year ended 31<sup>st</sup> May 2022;
- Date and venue of the 42<sup>nd</sup> AC.

### **IV. Report of Activities of the Secretary General**

The Secretary General presented his report for the period 2022/2023, focusing on the following key areas:

- Reference to article 9 of the Convention of the Union that outlines the objectives of the Union;
- Strategic issues;
- Union membership drive;
- Non-payment of mandatory contributions;
- Environmental risks;
- Financial management;
- Remuneration activities;
- The African Postal Regulators conference,
- Opening up of the UPU to wider postal sector players;
- Key projects;
- Development cooperation and stakeholder engagement;
- Implementation status update for Decisions, Resolutions and Recommendations;

- Information technology;
- Communication activities;
- Human resources management;
- International conferences, meetings and workshops;
- Conclusion and outlook for next financial year – 2023-2024.

The Secretary General's Report for the period under review and the Resolution were unanimously adopted.

#### **V. Reports of the Committees**

Chairpersons presented their reports as follows:

- a) Operations and Technology Committee;
- b) Finance and Administration Committee;
- c) Policy and Regulation Committee;
- d) Strategy Committee;
- e) Postal Regulators' Conference.

#### **VI. External Auditor's Report**

The External Auditor's report on the financial statements for the year ending 2021/2022 was presented by Ernst & Young and adopted.

#### **VII. Date and venue of the 42<sup>nd</sup> Administrative Council Session**

The Council was informed that in principle, the 42<sup>nd</sup> Ordinary Session would be held in May 2024. The General Secretariat will communicate the exact date after consultation with the host country.

#### **VIII. Adoption of Decisions, Resolutions, and Recommendation**

At the end of the proceedings, the 41<sup>st</sup> Administrative Council approved and adopted several Decisions, Resolutions, and one (1) Recommendation as presented by the General Secretariat.

Delegates commended the seriousness and determination that characterized the session, the quality of documents presented, and the outcomes of the deliberations.

#### **IX. Vote of Thanks**

A Vote of thanks was addressed to the authorities of the United Republic of Tanzania by Côte d'Ivoire.

***Done in Arusha, United Republic of Tanzania, on 30<sup>th</sup> August, 2023.***

**ANNEX 11**  
**VOTE OF THANKS**

**PAN AFRICAN POSTAL UNION**  
**(PAPU)**  
**ADMINISTRATIVE COUNCIL**  
**(29-30 August 2023)**  
**ARUSHA, UNITED REPUBLIC OF TANZANIA**

**VOTE OF THANKS TO THE AUTHORITIES OF THE UNITED REPUBLIC OF TANZANIA**  
**READ BY COTE D'IVOIRE**

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

**HAVING NOTED** with gratitude and satisfaction the great solidarity of the Authorities of the United Republic of Tanzania by accepting to host the 41<sup>st</sup> Ordinary Session of the Council;

**CONSIDERING** the exemplary commitment of the United Republic of Tanzania 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 Business Dialogue, Ministers Roundtable, the Plenary session of the Council and Inauguration of the PAPU Tower;

**APPRECIATING**, notably, the warm welcome extended to all delegations, as well as the kind attention paid to them throughout their stay on the United Republic of Tanzania soil;

**FURTHER APPRECIATING** the effectiveness, friendship, and spirit of conviviality that characterized the deliberations of the 41<sup>st</sup> Ordinary Session of the Administrative Council;

**NOTING** with great satisfaction the commitment of the President of the United Republic of Tanzania, Her Excellency Dr. Samia Suluhu Hassan, to promote, encourage and support regional cooperation;

**CONGRATULATING** the Organizing Committee for an efficient contribution towards the successful conclusion of this gathering;

**HEREBY** conveys its profound gratitude to the Government and the people of the United Republic of Tanzania for their warm and fraternal welcome, as well as the kind gesture extended to all delegates throughout their stay in Arusha.

*Done in Arusha, United Republic of Tanzania, on 30<sup>th</sup> August, 2023*