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REPORT ON THE ACTIVITIES OF THE PAN-AFRICAN POSTAL UNION

GENERAL SECRETARIAT

2023-2024

REPORT ON THE ACTIVITIES OF THE PAN AFRICAN POSTAL UNION GENERAL SECRETARIAT 2023/2024

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 2023/2024.

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 MATTERS

2.1 PAPU Tower

The PAPU Tower was inaugurated on 2nd September 2023 by the President of the Republic of Tanzania, H.E. Dr. Samia Suluhu Hassan to signal a major milestone achievement in the history of the Union. The PAPU Tower will shape the activities of the Union in a big way in the immediate and future years to come. The Tower provides huge opportunities for revenue generation, adequate office accommodation for the General Secretariat, convivial working environment. The PAPU Tower, a flagship project of the Union, is well positioned to serve as the Centre for Africa Postal Strategy, a center for leading research for the postal sector, an unequivocal statement of intention of the postal sector as a life-long partner for African citizens and a developmental tool for African Governments. The tower is the epitome of African postal digitalization and modernization.

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

2.2 Union Membership Drive

In pursuance of the Union's desire to have all the African Union Members joining as Members, the General Secretariat is still seized with the issue of Membership drive. Three countries that had shown interest in joining the Pan African Postal Union have not had taken the necessary steps to join the Union.

- 2.2.1 Mauritius:** The Ministry responsible for the Post occasionally contacts the General Secretariat requesting for one piece of information or another but remain silent thereafter. Despite the meeting with the Government leaders that included the Minister, the Prime Minister and the President of the country who all showed interest in joining the Union nothing concrete has materialized. 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 shared with the country. The last that PAPU General Secretariat heard about the process of joining the Union was that the process is at Cabinet stage. But several months have passed by without any significant change in that position.
- 2.2.3 South Sudan:** A Note Verbal was sent to the South Sudan Embassy after the His Excellency, the Ambassador of South Sudan accredited to United Republic of Tanzania was engaged on the matter of joining the Union and showed considerable interest. The General Secretariat still awaits a positive indication from the country on this matter.
- 2.2.4 Mauritania:** The Director General of the Post in Mauritania has been showing a great deal of desire to join the Union. But no significant action has been taken by the authorities in the country to conclude the membership issue.

Notwithstanding the non-commitment to join the Union by the four countries above, PAPU General Secretariat will continue to explore ways of getting a positive outcome on the matter.

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 the implementation of the approved Union activities as these cannot be funded either on time or completely. This situation casts serious doubt on the ability of the Union to continue operating, let alone operating optimally, if not addressed with all the seriousness it deserves.

The General Secretariat has been engaging the indebted members at all available opportunities, during sub regional meetings as well at the sidelines of UPU meetings. An Outreach Programme was initiated and will be pursued in the coming year whereby the countries that owe the Union will be engaged through formal online meetings.

2.4 Environmental Risks

During the period under review the postal sector in Africa was affected by several risks as indicated below

2.4.1 Natural Disasters:

Prominent during the period under review were the earthquake and floods that affected Morocco and Libya on 8th and 11th September 2023, respectively as follows:

- 2.4.1.1** In the Kingdom of Morocco, the devastating earthquake happened on 8th September 2023. It affected two postal facilities which were destroyed, while fifteen (15) other properties sustained minor damages. Despite the widespread damage caused by the earthquake, the postal and banking services could still be carried out. Some postal employees' homes were destroyed due to the tragedy, and Post Maroc was extending aid to those affected during the disaster. Post Maroc also provided trucks to distribute humanitarian assistance and built mobile branches to offer services to the affected areas. Therefore, the postal and financial services situation was under control during and after the disaster. Post-Maroc could function within the zone despite the challenging situation since the area is mountainous, making it difficult for people to receive the services offered by the post. The General Secretariat facilitated the convening of the Working Group on Disaster and Risk Management to render support to the affected Designated Operator.
- 2.4.1.2** The State of In the State of Libya, the aftermath of catastrophic flooding caused by rainfall as a result of a heavy storm (Storm Daniel) in Shahhat City, the State of Libya, on 11 September 2023, resulted in approximately 2,000 deaths and thousands more people missing. There was no report about the effects of the floods on postal services

3. FINANCIAL MANAGEMENT

3.1 Financial Performance

The overall financial performance for the Union for the first eleven months of the 2023/2024 financial year ending on 30th April 2024 indicates an interim operating surplus amounting to United States Dollars three hundred and nine thousand, nine hundred and eight (**USD 309,908**). The Union is likely to end the financial year with surplus buoyed by both donations from Partners and the mandatory contribution to PAPU Tower equity cash which is recognized as additional revenue to the Union. The interim surplus is higher than the United States Dollars two hundred and forty-eight thousand, six hundred and ninety-nine (USD 248,699) achieved during the same period in 2022/2023 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 722,026.42 (51.9%)** 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. The same number of Member States paid **USD 785,887.38 (56.5%)** in the preceding year.
- 3.4.2** Ten (10) Member States paid arrears of contributions for previous years amounting to United States Dollars four hundred and forty-three thousand, three hundred and seventy-five, Cents five (USD 443,375.05) compared to 412,136.37 (2022/2023 financial year).
- 3.4.3** The United States Postal Service paid her annual mandatory Contribution as the most active Associate Member. A new Associate Member – GovNet of Uganda made part payment of her annual mandatory contribution. AsaaseGPS of Ghana has not paid her annual mandatory contribution for the past five consecutive years. This situation is in violation of Article 21 of the Detailed Regulations of the Convention. The matter was reported to the Recovery of Mandatory Contribution Working Group and the outcome of their deliberations and recommendation will be submitted by the Finance and Administration Committee to the Council. Member States are encouraged to scout for and recommend Corporate Entities that are stakeholders in the postal sector to join as Associate Members of PAPU. This will afford them the opportunity to participate in our activities and also to collaborate and harmonize views with our 45 Member strong continental organization on key thematic issues affecting the global postal sector.
- 3.4.4** The total mandatory contributions received so far during the 2023/2024 financial year amounts to USD 1,157,039 (2022/2023: USD 1,290,864.49). This amount is equivalent to 75.7% of the USD 1,528,672 (2022/2023: USD 1,514,172) budgeted mandatory contributions for the 2023/2024 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 USD 217,922. These sources generated 88.3% of the expected USD 246,780.
- 3.4.6** The total equity cash contribution received as mandatory equity cash contribution to PAPU Tower is USD 449,999.93. The outstanding arrears to date amount to USD 316,245.34.
- 3.4.7** The total income received so far in **2023/2024 financial year is USD 1,374,961 or 77% of the USD 1,775,452 (2022;2023 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 first eleven months of the 2023/2024 financial year amounts to United States Dollars one million, two hundred and ninety eight thousand, five hundred and thirty four only (**USD 1,298,534**) representing 74% of the United States Dollars one million, seven hundred and sixty-six thousand, three hundred and ninety nine only (**USD 1,766,399**), appropriated for the same period of the previous 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 IPP-related Decisions of the Riyadh UPU Extraordinary Congress

During the 4th Extraordinary Congress, held in Riyadh, Saudi Arabia, in October 2023, the African Member States contributed to the debate and decisions made on the Integrated Product Plan (IPP) proposals submitted to Congress. In this regard Congress approved several resolutions on the review of the IPP. The decisions relate to M bags, registered items, tracked delivery service and registered items.

4.1.2 Remuneration Workshops

4.1.2.1 PRIME Remuneration Workshop

PAPU, in collaboration with Egypt Post and International Post Corporation (IPC) - organized a PRIME Workshop for the African and Arab Regions. The Workshop was held in Cairo, Egypt, from 29th to 30th January 2024. Virtual participation was facilitated for participants who could not travel to Egypt. PAPU Member States that attended the workshop physically were: Botswana, Egypt, Sierra Leone, Sudan, and Zimbabwe Other countries attended virtually, i.e., Eswatini, Kenya, Lesotho, Malawi, Morocco, Nigeria, Tunisia, and Uganda. The Workshops main objective was for participants to comprehend the PRIME agreements and their benefits and encourage Member States to join the system to ensure that they earn extra revenue for their mail services.

4.1.2.2 International Mail Accounting Workshops

In collaboration with PAPU and other Restricted Unions in Africa, the UPU organized two International Mail Accounting Workshops: from 5th to 7th March 2024 in Cairo, Egypt, and from 30th April to 2nd May 2024 in Cotonou, Benin, for English-speaking Countries and French-speaking countries, respectively. The UPU awarded sponsorship to one participant from each Designated Operator.

The Workshops focused on the practical implementation of International Mail Accounting in line with UPU regulations to ensure that Designated Operators are up to speed with current remuneration systems and accounting procedures to safeguard their revenues.

4.2 DIGITALIZATION AND INNOVATION

4.2.1 AU Digital Transformation Strategy

The General Secretariat participated in the Workshop on the AU Digital Transformation Strategy (DTS) organized in September 2023. The DTS is aimed at achieving “**An integrated and inclusive digital society and economy in Africa by 2030.**” The main objective of the Workshop was to clarify the roles and responsibilities of Member States, Regional Economic Communities (RECs), AU specialized agencies, Partners and the Private Sector and educate members on the data management tool for monitoring Digital Transformation in Africa.

4.2.2 African Forum on Data Governance

The General Secretariat also participated in the first African Forum on Data Governance, which dealt with the following themes:

- i) Common African approach to data governance;
- ii) How to guarantee a secure and fair data environment for all Africans;
- iii) Africa’s contribution to the global data governance discourse;
- iv) Cybersecurity capacity and partnership for data governance in Africa.

4.2.3 Status of Digitalization of Postal Services in Africa

4.2.3.1 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 sent out in May 2023. Due to low response rate, the circular was re-circulated in 2024.,

4.2.3.2 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 an updated status report from thirty- six (36) responses received representing 80% of PAPU Member States which was presented to the Operations and Technology Committee.

4.2.3.3 A PAPU joint Working Group meeting of the Supply Chain Working Group and the Digitization and Innovation Working Group, in collaboration with the UPU’s Consultative Committee (CC), was held virtually on the Postal Prosperity Zone (PPZ) Initiative on 31st January 2024, which was attended by PAPU Members.

4.2.3.4 The CC presented the Postal Prosperity Zone (PPZ) initiative, which seeks to help PAPU Member States to increase volumes in the postal supply chain while maintaining their identity in the UPU network by interconnecting e-commerce platforms and marketplaces using the UPU’s S26 standard barcodes.

4.2.3.5 Morocco is participating in the PPZ pilot project and it was recommended that the PAPU Member States should consider embracing the Postal Prosperity Zone Initiative to boost their business volumes, especially for e-commerce.

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 2nd African Philately Conference

The 2nd African Philately Conference was held from November 21st to 22nd, 2023, at Fairmont La Marina Rabat Salé Hotel in Rabat, Morocco, on the theme '**Sustainability of Philately Business in the Digital Era.**' The Conference aimed to allow participants to exchange their experiences and learn about technical and marketing innovations from other philatelic industry players to grow and sustain the philatelic business. Other highlights from the Conference were the launch of a commemorative stamp by Morocco Post and the exhibition of philatelic products by ten (10) participating Designated Operators.

4.3.2 Capacity Building Workshop

A Capacity-Building Workshop was held on 23rd November 2023 in Rabat, Morocco, at the same venue as the Conference. Over fifty (50) participants from thirty-four (34) Member States attended.

United States Postal Service (USPS), in collaboration with PAPU, provided a fellowship for one participant from each PAPU Member State to attend both the Conference and Capacity Building Workshop held back-to-back with the Conference.

4.3.3 Joint Stamp Issue on the Commissioning of the PAPU Tower

In line with the consolidated PAPU Action Plan for the period 2022-2025, Member States can participate in joint stamp issues to promote African heritage and events. To that effect, through the Promotion of Philately Working Group, a joint commemorative Stamp to mark the commissioning of the PAPU Tower was issued under the theme "**PAPU Joint Stamp on Commissioning of the PAPU Tower**" by Seven (7) Designated Operators namely; Algeria, Egypt, Morocco, Nigeria, Tanzania, Senegal and Zimbabwe. The joint stamps issued by the participating countries were launched by the President of the United Republic of Tanzania, Her Excellency Dr. Samia Suluhu Hassan on 2nd September 2023 during the inauguration of the PAPU Tower.

4.3.4 Questionnaire on the Status of Philately Services in Africa

In pursuit of implementing the Working Group Action Plan, the General Secretariat prepared a questionnaire on the status of philately services in Africa, which was circulated to Member States. The deadline for submitting the completed questionnaire to the General Secretariat was 30th April 2024.

Thirty- two (32) responses were received from Designated Operators representing 71% of PAPU Member States. The General Secretariat has prepared a analysis report for submission to the Operations and Technology Committee.

4.4 SUPPLY CHAIN ACTIVITIES

4.4.1 Security Action Group Creation

4.4.1.1 In accordance with Article 8 of the UPU Convention and its Regulations, Designated Operators are encouraged to comply with the S58 and S59 standards and attain certification. The UPU created regionally selected groups of security experts trained in the security certification process, methodology, and requirements. These security experts support the Member States with guidance and clarifications on successfully implementing the security standards S58/S59 requirements and achieving the security certification.

4.4.1.2 The Security Standards Certification process was analyzed and evaluated in 2023 to identify gaps and areas for improvement and ensure consistency between security certification reviewers and Designated Operators (DOs) engaged in the certification process. The review of the security certification methodology identified the Postal Security Group (PSG) and Security Action Groups (SAGs) within Restricted Unions as the guiding pillars supporting UPU security standards S58/S59 and the associated certification process.

4.4.1.3 In this regard, the PAPU Security Action Group was created under the Supply Chain Working Group to develop, coordinate, facilitate, and implement the Africa Region security strategies in line with the UPU Postal Security Standards, S58 & S59, through the Postal Security Group (PSG) of the UPU. The PAPU Security Action Group will consist two representatives from Africa's five (5) subregions duly nominated by Heads of DOs (PMGs/DGs) of PAPU Member States through sub-regional organizations. The General Secretariat has since written to sub-regional organizations to coordinate the nomination of the members.

4.4.2 Transport Workshop

4.4.2.1 In collaboration with PAPU, the UPU organized a Transport Workshop from 7th to 8th December 2023 in Arusha, Tanzania. The Workshop's main objectives were to examine ways to improve transport performance (Leg 2) and foster the establishment of Regional Transport Hubs to ensure efficient international mail transportation in Africa.

4.4.2.2 Transport experts from Cameroon, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Rwanda, South Africa, Tanzania and Togo attended the Workshop. The UPU awarded a fellowship to one person from each participating DO.

4.4.2.3 Following the workshop, an Africa Transport Think Tank was created with representatives from UPU international Bureau, PAPU Secretariat and ten Designated Operators.

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). The Task Force held a virtual meeting on 11th March 2024 to discuss mail transportation matters affecting Designated Operators in Africa.

The main areas covered during the Task Force meeting were:

- i) Status of Implementation of the Task Force Action Plan.
- ii) Regional Transport Facilitation.
- iii) Africa Transport Think Tank Creation.

4.4.4 Quality of Service Performance Review

4.4.4.1 African Designated Operators' GMS Participation

Africa's participation in the Global Monitoring System (GMS) remains low after the Covid-19 pandemic. Seventeen (17) DOs participated in GMS Link in 2023 compared to twenty-three (23) in 2019, while sixteen (16) DOs participated in GMS World compared to thirty-three (33) in 2019.

4.4.4.2 GMS World Outbound Results - 2023

The E2E quality of service performance for outbound international mail from Africa is generally below the expected targets. On average, mail within Africa was taking **an average of 13.5 days** to be delivered with an **on-time delivery rate of 34.5%**.

4.4.4.3 GMS Link Results 2023

On GMS Link results, only Eswatini, Malawi, Morocco, Togo, and Tunisia met their inbound targets in 2023. The rest of the countries performed far below expectations; hence, a lot still needs to be done to ensure that African Designated Operators achieve their targets.

4.4.5 Operational Readiness for E-commerce (ORE 3)

4.4.5.1 The UPU is coordinating the implementation of the Operational Efficiency and E-Commerce Development (ORE 3) Project in collaboration with PAPU within the framework of the Regional Development Plan (RDP) for the Africa Region for the Congress cycle 2022–2025. The project is being implemented by all PAPU Member States.

4.4.5.2 The project's overall objective is to enhance postal network delivery performance by modernizing operational processes and utilizing standardized IT tools and systems in accordance with regulatory, technical, and operational requirements.

4.4.5.3 Under the Project, annual review workshops, monthly checkpoints, and on-site evaluation missions are held to assess progress in implementing the deliverables in each participating Designated Operator (DO).

4.4.5.4 The 2nd ORE 3 Workshop for Anglophone African Countries was held in Nairobi, Kenya, from 25th to 29th September 2023, while the one for Francophone countries was held from 14th to 18th August 2023 in Cotonou, Benin. Another Workshop was also held for the Arab Region, which includes North African countries.

4.4.5.5 The Workshops aimed to enhance participants' knowledge and practical skills related to postal service efficiency, quality of service, and compliance with e-commerce requirements.

4.4.5.6 The 3rd Workshop for the African Region was held from 6th to 10th May 2024 in Gaborone, Botswana, for both French and English-speaking African countries.

4.4.5.7 PAPU Secretariat participated in the Nairobi and Gaborone workshops as well as in on-site evaluation missions held in some of the participating DOs.

5. LEGAL AND REGULATORY ACTIVITIES

During the financial year 2023-2024, the General Secretariat undertook various activities in the legal and regulatory fields, including routine activities. These legal activities included:

- i) Drafting Reports for Working Groups, the Policy and Regulation Committee, and the Administrative Council,
- ii) Monitoring the implementation of Work Plans of the Working Groups,
- iii) Monitoring the implementation of Decisions, Resolutions, and Recommendations passed by the Administrative Council and the Plenipotentiary Conference.

5.1 REGULATORY ACTIVITIES

During the period under review, the PAPU General Secretariat carried out the following key activities:

- i) Establishment of four Thematic Teams;
- ii) Organization of two online meetings of the Regulatory Development Working Group;
- iii) Preparation of a Questionnaire on Postal Regulation to build a Regulatory Database that will serve as a basis for drafting a postal regulation document and model;
- iv) Pursuing efforts on the African Postal Guidelines to be adopted by the African Union Commission.

Additionally, during its 41st Ordinary Session, the Administrative Council adopted the following Resolutions based on proposals initiated by the Secretariat General and discussed by the Regulatory Development Working Group and the Policy and Regulation Committee:

- i) Resolution on Harmonization of Rules of Procedure of the Postal Regulators Forum and the Postal CEOs Forum;
- ii) Resolution on the establishment of the African Postal Regulators Conference.

5.2 LEGAL ACTIVITIES

On the legal front, the PAPU General Secretariat carried out the following activities:

- i) Organization of three online meetings of the Policy and Legal Harmonization Working Group and **two** online meetings of the Legal Experts Task Team;
- ii) Issuance of several legal opinions on the PAPU Tower construction project, memoranda of understanding, contracts, and Acts of the Union;
- iii) Proposing a procedure for handover/takeover between Incoming and Outgoing Elected Officials.
- iv) The General Secretariat also initiated draft resolutions submitted to the Policy and Legal Harmonization Working Group, the Policy and Regulation Committee, and the Administrative Council for approval during its 41st Ordinary Session. These Draft Resolutions dealt with:
 - a. Amendment of the Acts of the Union concerning online voting and meetings;

- b. Harmonizing the Rules of Procedure of the Administrative and Technical Committees.

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 leading up to UPU's fourth Extraordinary Congress, which was held from 1st to 5th October 2023 in Riyadh, Saudi Arabia where a suite of proposals to expand and formalize the UPU's relationship with WPSPs, including private sector companies were approved. The decisions were made around the 3 Workstreams, which guided the work around the Institutional Framework, Products and Services, and Reform as a Continuum.

The Congress also made Decisions to enhance the UPU's engagement with WPSPs as follows:

- i) WPSPs were directed to ensure a truly interconnected, efficient, and universal postal service for all;
- ii) The changes were introduced in three principal areas as follows:
 - a) To amend and better define the UPU's institutional framework to encourage the participation of WPSPs in UPU discussions and decision-making processes through the organization's Consultative Committee;
 - b) To enable WPSPs' eventual access to specific sets of UPU products and services to encourage seamless network interconnection and improve the global quality of postal services;
 - c) Following these decisions, the UPU will work to establish the operational, technical, legal, and policy frameworks needed to facilitate the exchange of postal items between national postal operators and WPSPs;
- iii) UPU will also push forward the development of a solution that will bring together the demand and supply of UPU-certified international postal transport services, as well as an interface allowing WPSPs to easily capture and generate postal data required to ship items through the UPU's universal postal network;
- iv) These approved proposals provide a Roadmap to ensure the organization's continued modernization amidst rapid market changes and increasing competition.

7. KEY PROJECTS: PAPU TOWER PROJECT COMPLETION PHASE

7.1.1.1 The PAPU Tower was completed and handed over to the Client on 11th August 2023. The iconic building has 184 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 16th Floor and 16th floor mezzanine as well on 2nd floor and 3rd floor. There is also an escalator that links the shopping areas on the ground and the first floor. Most spaces in the building will be used as office spaces and conference facilities. There is a state-of-the-art conference hall with capacity for 400 delegates, ten breakaway conference rooms, Press room and a baby lactation room cum First Aid Room.

- 7.1.1.2** These conference rooms are supplemented by a VVIP and another VIP meeting room that is designed to host Heads of Delegations consultation meeting.
- 7.1.1.3** The cost of construction up to April 2024 including variations is TZS 56,886,712,478.94 (USD 23,314,226.43) VAT inclusive. Part of the VAT component of the project totaling TZS 6,044,080,613.65 (USD 2,518,366.92) was settled by the host country given that PAPU as a diplomatic institution is exempted from taxes in the United Republic of Tanzania. It is expected that the Government will refund the remaining VAT that arose from the variations due to the increase in the scope of the project.
- 7.1.1.4** Twenty-five (25) Member States settled their mandatory equity cash contribution amounting to USD 517,641.81 in line with Plenipotentiary Conference resolution No.02/PAPU/PC/X/2021 on Contribution of equity cash towards PAPU House building Project. Twenty (20) Member States have not made any contribution towards the project and the total outstanding mandatory equity cash contribution is USD 338,460.50.

8. DEVELOPMENT COOPERATION AND STAKEHOLDER ENGAGEMENT

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

8.1 Nelson Mandela African Institute of Science and Technology

This Memorandum of Understanding (MoU) serves primarily as a cooperation framework between PAPU and NM-AIST, for development and research in areas of interest to the postal sector, as well as for building the skills required for a successful postal digital transformation. It aims at facilitating capacity-building for PAPU members in the areas of Digital postal services and ICT, developing innovative and modern solutions, notably in e-commerce, digitization of data collection, Big Data analytics and sharing systems, interoperability of postal services and postal payment systems, data-driven regulation, and cybersecurity.

8.2 VISA

The MoU aims at developing cooperation in the field of digital payments and digital transformation of Post Offices across PAPU Member States. Its purpose is for cooperation for knowledge transfer, exchange of information, capacity building, solution provision and technology transfer that will be facilitated through organizing workshops/meetings, field work and engagement with the PAPU Member States to identify and pursue opportunities that will enable the digital transformation of Post Offices in Africa but not limited to Government Digitization; E-Government Services Platform; Remittances; SME Development; Digital Skills and Innovation.

8.3 AFRICAN TELECOMMUNICATIONS UNION (ATU)

The African Telecommunications Union is a specialized institution of the African Union in the field of Telecommunications/ICTs. It is currently based in Nairobi, Kenya. ATU's mandate is to promote the rapid development of info-communications in Africa in order to achieve universal access and full inter-country connectivity. The objectives and priorities of the ATU for the period 2023-2027 are defined in the Strategic Plan. These relate to Digital Transformation, Cybersecurity, Internet Connectivity Interconnectivity, Capacity Building, Research and Development, and Financial Inclusion:

8.4 AMARANTE

Amarante FZCO is a company established under the laws of the United Arab Emirates. Its mission is to enable digital and economic inclusion and postal sector development in emerging markets by providing assistance with the transformation of the Postal Services, strategy development, strategy review, implementation assistance, and partnership development related to postal services in PAPU Member States.

8.5 GEOMAIN

Geomain developed a novel method of identifying locations using a domain-like custom identifier that can be registered via App for GPS-accuracy location. Geomains are primarily a Universal Digital Identity and can be used as an Address for Life for postal services. The MoU's goal is to build an entire digital ecosystem that will help Africa leapfrog to become a Digital continent. The Parties shall do this by empowering every African citizen with a free Digital ID that may be used anywhere.

8.6 MAIL AMERICAS

MailAmericas specializes in providing comprehensive logistics solutions for cross-border e-commerce, with a focus on efficient and reliable delivery services. MailAmericas and PAPU intend to jointly enhance the development of e-commerce businesses within the PAPU Member States.

8.7 NATIVE LOGISTICS

Logistic-natives (e.V) is a Voluntary Association based in Berlin, Federal Republic of Germany. It is an international logistics infrastructure network for modern commerce whose members are predominantly German SMEs, and as an association, logistic-natives, e.V actively represents the economic and legal interests of over

30,000 companies in the industry. Logistic natives will collaborate with PAPU in developing markets and regions in Africa and Europe, especially in Germany.

8.8 ECOLE MULTINATIONALE SUPERIEURE DES POSTES (EMSP) D'ABIDJAN (EMSP)

The Multinational School of Posts (EMSP) of Abidjan, represented by its Director General, Mr. Michel TOURÉ, is an Intergovernmental Training Organization (OIF) created in 1970 under the aegis of the UPU by eight (8) French-speaking West African Countries, namely, Benin, Burkina Faso, Côte d'Ivoire, Mali, Mauritania, Niger, Senegal and Togo, whose mission is initial and continuing training, research and cooperation in the postal sector.

8.9 SHIP2MY ID

Ship2MyId (MapMyID Inc) of Brightmore Downs, USA, represented by Mr. Santosh Gopal, is in the business of providing its multi-patented digital technology platform as a service to boost new revenue generation for postal operators. Ship2MyId intends to support and help PAPU Member States to transform digitally. It intends to offer its entire platform along with its multi-patent IP rights for this joint engagement and help each Member State to create its own consumer digital data hub

8.10 Collaboration with Universal Postal Union (UPU)

PAPU signed an enhancement agreement with UPU in working closely with the Universal Postal Union and participated in meetings and Workshops.

- i) The 2nd African Philatelic Conference and Capacity Building Workshop, November 2023, Morocco,
- ii) UPU Regional Project for Operational Efficiency and E-Commerce Development (ORE 3) -2nd Workshop for English-speaking African Countries, September 2023.
- iii) Regional Workshop on Transport, Arusha, Tanzania, December 2023.
- iv) Invitation to the Forum on Funding the Postal Sector – Cotonou, Benin, November 2023
- v) Capacity Building Forum on Regulatory Methodology and Institutional Setup held in Dakar, Senegal, May 2023,
- vi) Postal Leaders Forum, July 2023 in Abidjan, Côte d'Ivoire
- vii) Field Missions on Quality of Service Audits to Zambia and Lesotho (2024)

8.10.1 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 S4 and S5 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. The meetings also focus on the level of implementation of the global development and cooperation strategy for 2022-2025, as well as planned activities and preparations for the extra Ordinary Congress.

8.11 Collaboration with the African Union (AU)

8.11.1 The Study on Improving the Digitization of Postal Services in Africa

- 8.11.1.1** PAPU General Secretariat continued working with the AU on the Study on Improving the Digitization of Postal Services in Africa, which 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. La Poste France funded the project with 1.5 million Euros.
- 8.11.1.2** The following ten (10) countries took part in the study: 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).
- 8.11.1.3** The Study Report has since been endorsed by the African Heads of State during their Summit in February this year. The implementation phase will now commence with the Partners charting the way forward.
- 8.11.1.4** AfCFTA engagements based on what was reported last year, namely, that 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 development. It is pleasing to report that the outcome of the AU Summit endorsed the protocol during their sitting in February this year and was communicated last month.
- 8.11.1.5** PAPU is also a member of the AfCFTA Taskforce for Communication Services.

8.12 Cooperation Activities with Other Stakeholders

8.12.1 Hosting of Dignitaries in Meetings at PAPU General Secretariat

In the year under review, about 11 high-profile meetings were held at the PAPU Head Quarters as follows;

- i. H.E Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, signed the Visitors' book at the SG's Office during the Inauguration of the PAPU Tower.
- ii. General Secretariat briefing meeting and guided tour of the PAPU Tower building and facilities with Hon. Dr. T. A. Mavetera, Chair of the PAPU Penitentiary Conference and Minister of ICT, Postal and Courier Service of the Republic of Zimbabwe.
- iii. Hosting of Amb. Anne Katusiime Kageye, the Head of Uganda High Commission Arusha Consulate.

- iv. Hosting of Hon. Hu Chang Chun China's Ambassador to AU/UNECA.
- v. Hosting of Hon. Chen Mingjian China's Ambassador to Tanzania.
- vi. SG meeting with Mr. Felix Wandwe, the Acting Director of the Tanzania-Mozambique Center for Foreign Relations.
- vii. Hosting of Dr. Jones A. Killimbe, Tanzania Communications Regulatory Authority (TCRA) Board Chair, and the Vice-Chair, Mr. Juma Hassan Reli.
- viii. ASG Hosting of Rt. Hon. Joseph Ntakirutimana, Speaker of the East African Legislative Assembly.
- ix. SG meeting with Mr. Bagiire Vincent Waiswa, the Permanent Secretary of the Ministry of Foreign Affairs of the Republic of Uganda.
- x. Hosting of President of the African Court of People and Human Rights H.E lady Justice Imani D. Aboud
- xi. Hosting of Mr. Sami Elgezawi, Chairman of Libya Post and his Delegation.

8.12.2 Engagements with the Host Country, United Republic of Tanzania

The General Secretariat continued to engage 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 General Secretariat held consultative meetings with the Ministry on issues, including the funding request, follow-up on issues on Human Resources on secondment, and the PAPU Day Commemorative.

PAPU celebrated the 2024 PAPU Day at the PAPU Tower, together with the Host Ministry and the postal sector stakeholders, namely TCRA and Tanzania Post Corporation.

9. IMPLEMENTATION STATUS UPDATE FOR DECISIONS, RESOLUTIONS AND RECOMMENDATIONS

The Union is on course to implement the Decisions, Resolutions, and Recommendations passed by the 41st Ordinary Session of the Administrative Council. The detailed updates are contained in the respective Committee Reports. However, a summary of the implementation status is attached as Annex I.

The implementation status of the above Decisions, Resolutions, and Recommendations was achieved through the work of the various PAPU Structures, as indicated by the composition in 9.1 below.

9.1 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 held their meetings during the year. The PAPU Administrative and Technical Committees Meetings are constituted 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 the WPSPs Task Force

The Working Groups held their meetings online, with some holding more than one meeting over the period.

10. INFORMATION TECHNOLOGY

10.1 Internet Connectivity Status at The General Secretariat

The General Secretariat has both Cable and Wi-Fi connectivity whereby the internet connectivity is at 40mbps for all three (3) PAPU floors. The service provider deploys a fiber optic connection for our internet connectivity. Currently, the 13th and 14th floors use cable and Wi-Fi, while the 15th, the ICT Capacity Building Center, is only on Wi-Fi as the cables have not yet been installed. Procurement of the cabling to enable connectivity is underway.

10.2 Development of an Interactive Website

The Pan African Postal Union has a website that it uses to communicate and update its membership and the public on all communication, events, and official documents, as well as a calendar of events by the General Secretariat. The Website is also used to carry news about stories that concern the activities at the PAPU General Secretariat. The Website needs to be revamped to improve its 'look and feel,' be interactive and be linked to other related sites for Member States, Postal bodies, and the African Union. The website redesign process will specifically seek to achieve the following objectives:

10.3 Telephone Installations and Facilities at the General Secretariat

The General Secretariat has now been connected to the landline system since relocating to the PAPU Tower. This will generally increase the accessibility of the General Secretariat, as stakeholders had limited options when desiring to contact the General Secretariat before these lines were connected..

10.4 DOMAIN HOSTING AT DOT POST

5. Following the need to boost and enhance internet security and align the PAPU Domain with a more secure and industry-related domain, the Union is advised to migrate from the current domain, dot Africa (www.upap-papu.africa) to dot post, the postal top-level domain host that is managed by the Universal Postal Union.

11. COMMUNICATION AND AWARENESS ACTIVITIES

The Pan African Postal Union (PAPU) General Secretariat has been disseminating information, fostering communication, and enhancing the visibility of PAPU's initiatives across the African continent.

11.1 COMMUNICATION ON DIGITAL AND ELECTRONIC CHANNELS

The General Secretariat implemented its communication and protocols activities through various channels like; E-mail, Digital And Online Media, WhatsApp Groups and Website. PAPU has a website which it uses to communicate and update its membership and its publics on all communications. However, the Website is outdated and needs to be revamped to improve its 'look and feel', be interactive and linked to other related sites for Member States, Postal bodies and the African Union.

11.2 ELECTRONIC MEDIA COVERAGE

The General Secretariat has effectively utilized multimedia content, live streaming, and real-time updates to engage a broader audience, thereby increasing awareness and fostering community interaction.

11.3 Television Coverage.

In the year June 2023 – May 2024, PAPU recorded 12 TV coverages by different local television stations particularly during the 41st Administrative Council Meetings and Inauguration of the PAPU tower by the President of the United Republic of Tanzania H.E. Dr. Samia Suluhu Hassan on 2 September 2023

11.4 Radio Stations.

PAPU recorded 08 radio program covered by different local and international radio stations.

11.5 EVENTS MANAGEMENT

The PAPU General Secretariat organized a series of successful high-profile events at Arusha namely as indicated below. The events managed were;

- a. Inauguration of the PAPU Tower;
- b. Ministers' Round Table Business Meeting;

- c. Postal Business Dialogue for Operators, Regulators and Partners;
- d. The 41st Administrative Council of the Pan African Postal Union Meetings;
- e. The 2nd African Philatelic Conference and Capacity Building Workshop;
- f. Hosting of PAPU Conference Chairperson and Commemoration of 44th PAPU
- g. Day and Commemoration of 44th PAPU Day.

12. STAKEHOLDER ENGAGEMENTS.

In the last year the PAPU General's Secretariat had engagements with both internal and external stakeholders to foster its operations.

12.1 Internal Stakeholders

The internal Stakeholders engagement aimed at building and strengthening the bonding among the General Secretariat Staff to promote teamwork and boost their morale, by keeping them engaged, informed and involved in the Union's activities. To this end the following activities were done.

- a. The Secretary General conducted Staff Debriefs and Management Meetings.
- b. PAPU Staff participated in Birthday celebrations for all Members once quarterly grouping the birthdays for Staff born in the months falling within that quarter.
- c. Staff updates were made as necessary through official communication channels mainly internal Memos, Group E-mail broadcasts and Social media platforms namely WhatsApp groups, Facebook and Twitter.
- d. New Staff Members were inducted, and an Oath of Secrecy administered in the presence of the other General Secretariat Team.

12.2 Engagements Made Outside of the PAPU Headquarters

The General Secretariat PAPU's had outreach programs to various stakeholders, including the Presidency, Government Ministries, Partners etc. as indicated below;

- i. Courtesy call meeting with H.E Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania at State House in Dar es Salaam for the briefing on the Inauguration of the PAPU Tower a week before the event.
- ii. Courtesy call meeting with Profesor Maulilio Kipanyula, the Vice Chancellor of the Nelson Mandela African Institution of Science and Technology for PAPU- NM-AIST partnership at the University.
- iii. Meeting with Hon. Nape Nnauye – Minister for Information, Communication and Information Technology of the United Republic of Tanzania at Gran Melia Hotel.
- iv. Meeting with Prof. Edward Waswa Kisiang'ani Principal Secretary of Information, Communications and Digital Economy and the PMG for Kenya Post Corporation Mr. Tonui, Nairobi, Kenya.
- v. Visit to the Uganda High Commission Arusha Consulate to pass solidary message for Ugandan Independence, at the Consulate in Arusha.

- vi. Courtesy call at the Minister of Communications, Knowledge and Technology Hon. Thulagano Merafe Segokgo of the Republic of Botswana on the sidelines of the SAPOA Postal Forum, Gaborone, Botswana.
- vii. Meeting with Eswatini ICT Minister's representative Mr Dlamini, the Ministry's Director of Communication at Ezulwini, Eswatini at the sidelines of the CRASA AGM and Conference.
- viii. Courtesy meeting with the Managing Director and Executive Management of Eswatini Post and Telecommunications Corporation at their Mbabane Headquarters.
- ix. Courtesy call on the Permanent Secretary in the Ministry of the ICT at Maputo, the Republic of Mozambique on the sidelines of the Mozambican National Communications Conference.

13. HUMAN RESOURCES MANAGEMENT

13.1 Staff Issues

The staff strength at the General Secretariat increased by one from a total of 17 to 18 staff members. The increase is due to the recruitment of the Head of Policy, Regulation and Legal Affairs department from Burkina Faso. 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 40th Administrative Council that was held in Kinshasa, Democratic Republic of Congo.

13.2 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	2	2	1	3	-
4	Professional category (P1-P3)	2	1	-	1	3	2	5	6	1
5	General Services A	2	-	-	-	-	2	-	1	1
6	General Services B	4	-	-	-	-	3	-	4	-
	Total	9	1	-	3	5	13	5	15	3

In all staff recruitment, selection is made regardless of race, gender or religion, and, where possible, on the basis of competition, and in keeping with the Staff Rules and Regulation. **12.4**

13.3 Staff Training and Capacity Building

Almost 50% of Staff were trained to enhance their skills and competences. The General Secretariat will continue to seek and identify development programmes best suited to enhance staff skills and core competencies. With the furnishing and provision of other necessary facilities, the ICT Capacity Building Centre is ready to develop further and strengthen the skills of both the General Secretariat staff and Member States. Subject to availability of funds, more robust training programmes that will help the staff to achieve the Union objectives, manage challenges in the workplace, establish good governance, and contribute to organizational growth more effectively, will be organized for staff during the 2024/2025 financial year.

13.4 PAPU Staff Pension

13.4.1 The PAPU staff pension fund is now managed by the Board of Trustees, which was established after the 41st Ordinary Administrative Council adopted the PAPU Staff Pension Fund Rules.

13.4.2 The Board of Trustees, chaired by the Secretary General, held its inaugural meeting of the Board of Trustees in January 2024 and the Board took a number of decisions, namely election of Vice Chairperson and the Secretary of the Board, investment of USD 699,000.00 in Fixed Deposit Reserve (FDR) for a six-month tenor at the rate of six-point five percent (6.5%) and approval of the withdrawal of USD 114,684.93 by two eligible staff who met the mandatory 55 years age requirement stipulated in the Pension Fund Rules.

13.4.3 As at the end of the eleventh month of the 2023/2024 financial year (30th April 2024), the pension fund earned interest amounting to USD 20,621.25 (2022/2023 : USD 11,383.20.) This earning is higher than the previous year due to increased contribution from more staff beyond the minimum 7.5% of basic salary. The total income for the current financial year was not adversely affected by inflation given that all the transactions were done in United States Dollars, which did not depreciate against other major international currencies.

13.4.4 As at 30th April 2024, the total balance available in the fund is USD 724,583.10 (2022/2023 : USD 716,222.94).

13.5 PAPU Staff Association

13.5.1 The Union continues to meet its obligation to the PAPU Staff Association. During the 2023/2024 financial year, the Union transferred USD 4,322.78 to the Association as its counterpart mandatory 1% of basic salary contribution to the Association.

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

The Association members remained closely knit, supporting each other in different circumstances. In November 2023, the association held its Annual General Assembly, and in December 2023, its regular annual get-together, which gathered all staff and their family members. The medical insurance service provider also organized health talks.

14. 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 in October 2023 and April/May 2024.

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

15. 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, namely, Translation of written materials, including letters, press articles, memos, presentations, minutes, speeches; 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.

15.1 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 timeframes. The table below encapsulates translation activity during the period under review.

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	91 687	47	12 921	23	104 608	70
2	Policy, Regulatory & Legal Affairs	78 931	33	77 194	67	156 125	100
3	Operations & Technology	152 461	105	16 902	49	169 363	154
4	Executive Office	45 952	83	33 111	78	79 063	161
Grand total		369 031	268	140 128	217	509 159	485

Interpretation

The General Secretariat's Language Services Unit provided 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 41st Ordinary Session of the PAPU Administrative Council was held back-to-back in a hybrid format with the inauguration of the PAPU Tower, in Arusha, Tanzania, from 24th August to 2nd September 2023;
- ii The 3rd Africa Coordination Meeting held online on 20th September 2023 ahead of the UPU Extraordinary Congress held in Riyadh, Saudi Arabia;
- iii The 4th Africa Coordination Meeting held online on 20th October 2023, ahead of the UPU CA/POC Meetings to be held from 30th October to 10th November 2023;
- iv The African Philatelic Conference held in Rabat, Morocco from 21st to 23rd November 2023;
- v The UPU-sponsored African Postal Regulatory Framework Validation Forum held in-person in Arusha, Tanzania, from 4th to 6th December 2023;
- vi The UPU-sponsored Regional Transport Workshop in Africa held in-person in Arusha, Tanzania, from 6th to 8th December 2023;
- vii PAPU Working Group meetings held online from 26th February to 8th March 2024;
- viii The 1st Africa Coordination Meeting held online on 18th April 2024, ahead of the UPU CA/POC Meetings to be held from 22nd April to 3rd May 2024;
- ix The UPU Regional Project on Operational Efficiency and e-Commerce Development (ORE 3) Workshop for Africa held in person in Gaborone, Botswana, from 6th to 10th May 2024;
- x The UPU-sponsored WAPCO Workshop on Flexible Supply Chain and Mail Transport Network in West Africa and Operational Efficiency held in-person in Cotonou, Benin, from 21st to 23rd May 2024;

By and large, language interpreting services were provided satisfactorily to facilitate interactions between the speakers of the Union's two main working languages, namely English and French.

15.2 Language advisory

The Language Services Unit continued to advise Management on language-related issues, particularly French language training delivered by the Alliance Franco-Tanzanienne. The Unit also continued to liaise with the Organization internationale de la Francophonie (OIF) officers to ensure the successful implementation of the training programme.

Overall, the Language Services Unit delivered on its mandate and continues to seek ways to add value to Member States, specifically in its sphere of expertise.

16. CONCLUSION AND OUTLOOK FOR NEXT FINANCIAL YEAR – 2024-2025

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

- i | The Union's financial position has not improved despite new measures proffered by the Finance and Administration Committee. However, the General Secretariat shall continue to engage Member States on a one-on-one basis to explain the role of the Union, proffer solutions that can be adopted to improve services rendered to citizens and appeal for settlement of their annual mandatory contributions.
- ii | Operationalization of the ICT Capacity Building Center, which will assist in the training and development of core competencies among postal employees in Africa.
- iii | The Working Groups of the various Administrative and Technical Committees will continue to provide guidance that will complement the functioning of the General Secretariat.
- iv | The expected additional staff members through secondment, on full board by sponsoring countries, will push the efficiency and effectiveness to higher levels for the Union, simultaneously increasing the impact of the work of the General Secretariat.
- v | Crafting of internal policies will assist in guiding staff further in the execution of their duties
- vi | The conclusion of more partnerships with supply chain and technology

A Resolution On the adoption of the General Secretariat's Annual Activity Report for 2023-2024 is attached as Annex III.

41st Administrative Council, Arusha, United Republic of Tanzania, 2023			STATUS OF IMPLEMENTATION
S/N	DECISION	TITLE	
1.	Decision No.01/PAPU/AC/XLI/2023	On Amendment of the Staff Rules and Regulations of the Pan African Postal Union (PAPU)	Completed
2.	Decision No.02/PAPU/AC/XLI/2023	Adoption of Pan African Postal Union (PAPU) staff pension fund rules	Completed
3.	Decision No.03/PAPU/AC/XLI/2023	On approval of the Budget of the Union for the 2023/2024 Financial Year	Completed
4.	Decision No.04/PAPU/AC/XLI/2023	On approval of the Accounts of the Pan African Postal Union for the 2021/2022 financial year	Completed
5.	Decision No.05/PAPU/AC/XLI/2023	On Appointment of the External Auditor	Completed
S/N	RESOLUTION	TITLE	
1.	Resolution No.01/PAPU/AC/XLI/2023	On adoption of the annual activity report of the Secretary General for 2021-2022	Completed
2.	Resolution No.02/PAPU/AC/XLI/2023	On Operations and Technology Matters	Completed
3.	Resolution No.03/PAPU/AC/XLI/2023	On Variations Arising from the Construction of PAPU Headquarters Building	Completed
4.	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	Completed

5.	Resolution 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	On going
6.	Resolution No.06/PAPU/AC/XLI/2023	Formally establishing the African Postal Regulators Conference of the Pan African Postal Union (PAPU)	On going
7.	Resolution No.07/PAPU/AC/XLI/2023	Adopting the Terms of Reference (ToRs) of the Postal CEOs Forum and the Postal Regulators Forum	Completed
8.	Resolution No.08/PAPU/AC/XLI/2023 On Strategy Matters	Continue developing the Disaster Risk Management Toolkit	Completed
		Develop risk mitigation measures and rank them by frequency of occurrence and/or extent of damage	On going
		Ensure that we are proactive by not waiting for disasters to occur before reacting	On going
		The Task Force on Opening-Up of the UPU to Wider Postal Sector Players (WPSPs) is expected to propose an African position latest by 25th September 2023	Completed
		Within the indicated timeframe, the team of experts shall study and provide the necessary guidance and also make relevant recommendations to Member States ahead of the Fourth Extraordinary Congress of the UPU on the following proposals of the Congress	Completed
		The Investments and Projects Working Group should continue working to identify investment vehicles offering higher returns with lower risks	On going
		Ensure that income generated by the PAPU Tower is clearly reflected in the Union's audited accounting statements	On going

		The return on investment should be analyzed in detail to assess the effectiveness or profitability of the investment	On going
		Revenue projections must be properly calculated	On going
		The creation of the ICT Task Team	On going
		The creation of an ICT Task Team to critically review the Draft Terms of Reference in order to ensure there is no duplication with those of other working groups	On going
		The team should be tasked with determining whether the proposal should be to create a Working Group under the Strategy Committee or a Task Force under the Digitalization and Innovation Working Group	On going
S/N	RECOMMENDATION	TITLE	
1.	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	On going

17. ANNEX II: CONFERENCES, MEETINGS AND WORKSHOPS HELD/ATTENDED DURING THE YEAR 2023/2024

N° S/N	EVENT / ACTIVITE	DATES	VENUE / LIEU
Year 2023			
1.	UPU/WCO Global Conference / Conference UPU/OMD	06 – 08/06/2023	Tokyo (Japan / Japon) In-person / Physique
2.	Global Forum on Remittances Investment and Development / Forum international sur les transferts d'argent, les investissements et le développement	14 – 16/06/2023	Nairobi (Kenya) In-person / Physique
3.	Africa Postal Forum 2023	22 – 23/06/2023	Rabat (Morocco / Maroc) In-person / Physique
4.	25 th EACO Congress & 29 th EACO Annual Assemblies / 25e Congrès & 29e Assemblées annuelles de l'EACO	26 – 30/06/2023	Bujumbura (Burundi) In-person / Physique
5.	PAPU 41 st Administrative and Technical Committee Meetings, Fora and Administrative Council Ordinary Session / 41ème session ordinaire du Conseil d'administration (Commissions, Fora et plénière)	03 – 14/07/2023	Antananarivo (Madagascar) In-person / Physique
6.	UPU-PAPU Consultation for Extra Ordinary Congress / Concertation UPU-UPAP en vue du Congrès extraordinaire	1 day during 41 st AC Ordinary Session / 1 jour en marge du 41e CA	Antananarivo (Madagascar) In-person / Physique
7.	Commissioning of PAPU House & African Postal Ministers' Business Forum / Inauguration de l'immeuble siege de l'UPAP & Forum économique des ministres chargés des services postaux	28 – 31/08/2023	Arusha (Tanzania / Tanzanie) In-person / Physique

8.	Digital Financial Services Workshop / Atelier sur les services financiers numériques	13 – 14/09/2023	Arusha (Tanzania / Tanzanie) In-person / Physique
9.	2 nd Africa Coordination Meeting / 2 ^{ème} réunion de concertation du Groupe Afrique	20/09/2023	Virtual / Virtuel
10.	UPU Extraordinary Congress / Congrès extraordinaire de l'UPU	02 – 06/10/2023	Saudi Arabia / Arabie Saoudite In-person / Physique
11.	Africa Coordination Meeting 3 / 3 ^{ème} concertation du Groupe Afrique	20/10/2023	Virtual / En ligne
12.	UPU POC/CA meetings / Sessions du CEP/CA de l'UPU	30/10 – 10/11/2023	Bern (Switzerland) / Berne (Suisse) Hybrid / Hybride
13.	African Philatelic Conference 2023 / Conférence africaine sur la philatélie 2023	21 – 22/11/2023	Morocco / Maroc In-person / Physique
YEAR 2024			
14.	PAPU DAY 2024 Celebration // Journée panafricaine des postes 2024	18/01/2024	Arusha (Tanzania // Tanzanie) In-person // Physique
15.	PAPU Working Group Meetings // Réunions des groupes de travail de l'UPAP	26/02 – 08/03/2024	Virtual // Virtuel
16.	SAPOA Annual General Meeting and Postal Forum // Assemblée générale et Forum postal de la SAPOA	28/02 – 01/03/2024	Botswana
17.	1 st Africa Coordination Meeting // 1 ^{ère} réunion de concertation du Groupe Afrique	08/04/2024	Virtual // Virtuel

18.	UPU POC/CA meetings // Réunions CEP/CA de l'UPU	22/04 – 03/05/2024	Bern (Switzerland) // Berne (Suisse) Hybrid // Hybride
19.	CRASA Annual General Meeting // Assemblée générale de la CRASA	11-12/04/2024	Eswatini
20.	Africa Postal Regulators' Conference // Conférence des régulateurs postaux africains	23-25/05/2024	TBA // à préciser

Resolution N°01/PAPU/AC/XLII/2024

On the Adoption of the Annual Activity Report of Secretary General for 2023-2024

The Administrative Council of the Pan African Postal Union (PAPU) meeting, during its 42nd Ordinary Session in Arusha, United Republic of Tanzania, from 11th to 12th June 2024;

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 42nd Ordinary Session of the Administrative Council;

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

DECIDES:

1. To express its satisfaction with the annual activity report presented by the Secretary General during the 42nd 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 in the report;
3. To adopt the above-mentioned report

Done in Arusha, United Republic of Tanzania, on 12th June, 2024