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**PAPU/AC/XLII/2024 – Doc. No. 09**

**REPORT OF THE STRATEGY COMMITTEE (SC) HYBRID MEETING HELD IN ARUSHA, UNITED  
REPUBLIC OF TANZANIA 5<sup>TH</sup> TO 6<sup>TH</sup> JUNE 2024**

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

**1. INTRODUCTION**

This document is presented to the 42<sup>nd</sup> Administrative Council for consideration.

**2. SUBMISSION OF THE REPORT**

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

**3. CONCLUSION**

The 42<sup>nd</sup> Administrative Council is requested to:

- i) Consider and adopt the report;
- ii) Adopt the draft resolution.



## **STRATEGY COMMITTEE MEETING REPORT**

**5<sup>th</sup> to 06<sup>th</sup> June 2024, Arusha, United Republic of Tanzania**

### **1.0 INTRODUCTION**

The Strategy Committee meeting was held on 5<sup>th</sup> and 6<sup>th</sup> June 2024 in Arusha, Tanzania. Uganda as First Vice Chair chaired the Meeting on behalf of Tunisia that was not present.

### **2.0 OPENING REMARKS**

#### **2.1 Remarks by the Chairperson**

The Chairperson, Ms. Agatha Kyankuzire Mbabazize called the meeting to order and commenced the deliberations for the day at 06:30 GMT. She welcomed all members present and thanked them for taking time to attend the meeting in person or virtually. The Chairperson indicated that the meeting would receive reports from the various Working Groups and deliberate on pertinent matters related to the future PAPU Priority strategies that would drive the sector forward. She urged members to actively and positively contribute to the discussions and wished everyone fruitful deliberations.

#### **2.2 Remarks by PAPU Secretary General**

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

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

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

- a. Oversees the continuous review of the Union's Strategy, Business Plan including the development of relevant Key Performance Indicators (KPI's);
- b. Crafts and reviews the Union's vision, mission, and strategy at appropriate intervals;

- c. Guides alignment of the PAPU Program of Action to the UPU's World Strategy and the Regional Development Plan for Africa, with emphasis on:
  - i. Prioritization of Strategic Regional Objectives;
  - ii. Resource Mobilization;
  - iii. Review the Union's investment portfolio;
  - iv. Development of Industry Performance Indicators;
  - v. Development of a Monitoring & Evaluation framework;
- d. Encourages Member States in the involvement and support of African proposals to UPU Councils and Congresses;
- e. Ensures the soundness of investments of the Union at all material times and reviews all the investments undertaken in terms of the return-risk profile.

While thanking the Committee members for setting aside time to review the meeting documents, he underscored that the Strategy Committee is, therefore, the right platform for African Designated Operators and regulators to be guided and discuss issues of common interest regarding Postal Strategy in Africa.

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

### **3.0 CONFIRMATION OF BUREAU**

The Committee Bureau is as follows:

- Chairperson: Tunisia
- 1<sup>st</sup> Vice-Chairperson: Uganda
- 2<sup>nd</sup> Vice-Chairperson: Burkina Faso
- Rapporteurs: Namibia.
- Secretariat: PAPU Secretariat

Tunisia was not in attendance.

### **3.1 Committee Member States**

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

### **3.2 Meeting Participation**

- a. Members States Present (In-person & virtually):

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

### **3.2.1 Other Organizations Present**

Two sub-regional postal organization attended in person and online i.e., the East African Communication Organization (EACO) and the Southern Africa Postal Operators Association (SAPOA) respectively.

### **3.2.2 PAPU General Secretariat**

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

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

## **4.0 ADOPTION OF THE AGENDA**

The agenda was presented as follows:

### **a) Strategy Review and Priorities**

- ✓ Progress Report of the Programme of Activities of the Strategy Committee 2023-2024 - **General Secretariat**.
- ✓ PAPU Future Strategy: Strategic Priorities and Interventions

### **b) Investments and Projects Working Group**

- ✓ Working Group Report - **Chairperson (Botswana)**
- ✓ Update on the PAPU TOWER Project

### **c) Disaster and Risk Management Working Group**

- ✓ Working Group Report- **Chairperson (South Africa)**

### **d) Opening up of the UPU to Wider Postal Sector Players**

- ✓ PAPU Task Force Report - Chairperson (Cameroon)

### **e) Information Communication Technology**

- ✓ Task Team (T/T) Report – Chairman (Kenya)
- ✓ Report on General Secretariat ICT Issues - **General Secretariat**
- ✓ Update on the PAPU ICT Capacity Building Centre - **General Secretariat**

### **f) Communications Report – General Secretariat**

The following amendments to the agenda were proposed:

- a. Move document two and three to day two.
- b. To discuss Egypt paper on UPU Strategy African Region priority areas as attached in Annex 2

- c. To discuss Senegal's paper on the Integrated Postal Development Program (2-IPDP) under AOB.

The agenda with amendments was adopted after the proposal by Zimbabwe and seconded by Kenya and Botswana.

## **5.0 STRATEGY REVIEW AND PRIORITIES**

### **5.1 Progress Report of the Programme of Activities of the Strategy Committee 2023-2024 - General Secretariat**

The General Secretariat presented the progress report on the Programme of Activities for the Strategy Committee in document **PAPU/ATC/SC/01/2024 - Doc No. 02**.

The Committee noted the considerable progress made in implementing the Committee's Action Plan through its two Working Groups and a Task Force. The Chairperson further encouraged the Committee to ensure that the activities were in progress and completed. The Committee recommended that the General Secretariat considers apportioning adequate resources to speed up the implementation of the activities reported to be in progress.

### **5.2 PAPU Future Strategy: Strategic Priorities and Interventions**

The Committee was alerted that as the 2021/2022-2024/25 Cycle draws closer to the end, and there is a need to define the Union's direction in which the African Post must move during the next cycle. Since the postal service is globally interconnected, Africa must contribute its strategic views to the Global Strategy that will be crafted in the forthcoming Dubai Congress in September 2025. These Strategic interventions should purposely be designed to consolidate the gains made thus far, disrupt the status quo, embrace change and innovation, and help the posts in Africa increase its effectiveness amidst digital transformation and the e-commerce boom.

The key critical issues African Region must focus on are as follows

- a. Establishing postal reforms premised on the digitalization agenda,
- b. Full utilization of new information and communication technologies,
- c. Capacity utilization,
- d. Impact of globalization,
- e. Partnership and collaborations,
- f. Infrastructure development,
- g. Cyber security framework,
- h. E-commerce and logistics development,
- i. Product diversifications,
- j. Financial Services,
- k. Government support and interventions,
- l. Government services, and
- m. Harmonization of the legal and regulatory frameworks.

During the deliberations, the Committee sought to have one voice of the African Region's key strategic areas to be included in the UPU Postal Strategy. The following Members countries volunteered to be part of the Task Team to come up with an African Position Paper for Africa Posts priorities, namely, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Kenya, Malawi, Mali, Tanzania, and Uganda.

The Committee proposed the following recommendations:

- i. That the newly created Task Team prepares and presents a positional paper with Key Priorities Areas for the Africa Region to be present to UPU Strategy Forum;
- ii. Member States to localize the identified African priority areas and incorporate them into National Development Plans and Postal Policies and Strategies;
- iii. PAPU General Secretariat to establish a Monitoring and Evaluation Framework for the implementation of the Key Priority areas; and
- iv. PAPU General Secretariat to formally communicate to Member States on the Key Priority areas and request to support the implementation.

## **6.0 INVESTMENTS AND PROJECTS WORKING GROUP**

### **6.1 Presentation of Working Group Report**

The Chairperson of the Investments and Projects Working Group, Mr. Pako Plaatjie of Botswana, presented the report of the Working Groups' meeting that was held virtually on 27<sup>th</sup> April 2023 in **PAPU/ATC/SC/01/2024**

#### **– Doc No. 04**

The Working Group focused on the following main areas:

- a. PAPU Potential Investment Vehicles;
- b. PAPU House Investment Project Report; and
- c. PAPU General Secretariat Relocation to the PAPU Tower.

#### **6.1.1 PAPU Potential Investment Vehicles**

The highlights under this item were as follows:

- a. Fixed-Rate Investment Instruments - These financial instruments give fixed returns over some time. They are considered a low-risk investment as the chances of default by the issuer/bank/government are negligible.
- b. Market-Linked Investment Instruments - Returns from these instruments are directly related to market fluctuations.
- c. Alternative Investment Instruments such as Real Estate, Commodities, Private Equity, and Alternative Credit.

The presentation also emphasized the appointment of a Head of Treasury to be responsible for the following:

- a. Managing all banking relationships and ensuring a consistent approach across all banking services to achieve the optimum benefits for PAPU Tower and indirect investment relationships;
- b. Ensure treasury activities are reported appropriately to the Finance and Investment Committee and the Board;
- c. Report regularly on the appropriateness of the Treasury Management Policy to the management;
- d. Ensure treasury activities are managed according to the Treasury Management Policy;
- e. Ensure timely and accurate information is available to support the executive management and the treasury function;
- f. Accurate and timely recording on PAPU Tower accounting records of all treasury transactions; and
- g. Ensure that the finance department submits cash management reports on time.

The presentation also stressed the need for regular treasury management reporting as a crucial element in this endeavour to ensure all relevant parties:

#### **6.1.2 PAPU House Investment Project Report**

This report focused on the following key areas:

- a. Outstanding Works on the PAPU Tower
- b. Joint Venture Partner Contributions
  - i. PAPU Contribution
  - ii. TCRA Contribution
- c. Status On Lettable Space
- d. Rental Income Yield
- e. Marketing Activities
  - i. List of Signed Lease Agreements
  - ii. List of Prospective Tenants
  - iii. List of application letters
  - iv. List of Approached Prospective Tenants
- f. Conference facilities
- g. Voluntary contributions
  - i. Pledges Honoured
  - ii. Outstanding Pledges
- h. Service Providers
- i. Operational Costs and Service

#### **6.1.3 PAPU General Secretariat Relocation to the PAPU Tower**

The highlights under this item were as follows:

- a. PAPU Tower Project Deliverables
- b. Space Allocation and Utilization by the PAPU General Secretariat

- c. Adequacy of Office Space
- d. Office Accessories
- e. Resource Mobilization
- f. Incomplete Works (Snags)

#### **6.1.4 Report On PAPU Tower**

The Investments and Projects Working Group Chairperson also presented the report of the ON PAPU TOWER vide **PAPU/ATC/SC/01/2024 - Doc No. 05**.

The report included the following elements major items discussed as follows:

- a. Background to the PAPU establishment
- b. Objectives of establishing the PAPU Tower
- c. Building Utilization
- d. Project Ancillaries
- e. Project Variations
- f. Challenges Encountered During Building Construction
- g. PAPU Tower Cost
  - i. Project Cost to date
  - ii. Financing of the Project
- h. Enhancing PAPU Equity Cash Contribution to PAPU Tower
- i. Inauguration of PAPU Tower
- j. Essential Additional Works

After deliberations and consideration of the low occupancy rate PAPU Tower, Egypt offered to be part of the consultancy that will work on Investments and marketing strategy of the PAPU Tower office space. The Committee proposed the following recommendations:

- a. That the Investment and Projects Working Group be moved to the Finance and Administration Committee to avoid duplication of roles since similar papers were presented in both committees
- b. PAPU to clearly define the nature of investments being undertaken.
- c. PAPU to put in place a robust marketing strategy for the building occupancy space

## **7.0 DISASTER AND RISK MANAGEMENT WORKING GROUP**

### **7.1 Presentation of Working Group Report**

The Chairperson of the Disaster and Risk Management Working Group, Mr. Bennie Aggrey Saka of Malawi, who was standing in on behalf of South Africa, presented the Working Group Report vide document **PAPU/ATC/SC/01/2024 – Doc No. 06**.

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

The three meetings that were held are as follows:

- d. Disaster Management (Disaster Experiences and Responses);
- e. Capacity Building Initiatives; and
- f. Africa Postal Sector Risk Register & Mitigatory Measures.

### **7.1.1 Disaster Experiences and Responses**

The report under this subject matter highlighted the earthquake and floods that affected Morocco and Libya on 8<sup>th</sup> and 11<sup>th</sup> September 2023, respectively.

The following pertinent issues were emphasised:

- a. During disasters, affected Members are encouraged to complete the Disaster Risk Management (DRM) Assessment Forms for the General Secretariat to immediately inform the DRM Working Group to convene and spur into action.
- b. A Disaster Contingency Fund should be created to help cushion the effects of natural disasters. In this regard, Members should collectively work as a team to develop a proposal to be tabled to potential donors for funding to contain the effects of disasters. The proposal should consider the matter from short, medium, and long-term perspectives.
- c. Each sub-region should have volunteer Members in the Task Team for the initiative to create the Disaster Contingency Fund. Additional Member States are required to join those that volunteered to be part of the Task Team, namely, the Democratic Republic of the Congo (DRC), Mozambique, Nigeria, and Zimbabwe.

### **7.1.2 Capacity Building Initiatives**

The report on this item pointed for effective capacity building to generate greater sustained abilities to plan and implement Disaster Risk Management (DRM), ultimately decreasing vulnerability. To this end, it was reported that the General Secretariat has been engaging the UPU in line with the provisions of the PAPU/UPU MoU to conduct a Workshop for PAPU Members. A joint Disaster Risk Management workshop with the UPU will be held for PAPU Members in 2025. In addition to engagements with the UPU on DRM training, other organizations that were earmarked for engagements on possible training opportunities are the following:

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

- a. A Capacity Building Plan be crafted on disaster handling considering the frequency and severity of damage caused to postal activities and infrastructure during those situations Collaboration be established with Donor countries and/or organizations working with the countries, e.g., CARE, World Vision (WV), etc., to assist in Capacity Building initiatives at country level.
- b. The countries that volunteered to be part of the Task Team to work on the Contingency Fund and Capacity Building were the Democratic Republic of the Congo (DRC), Mozambique, Nigeria, and Zimbabwe.

### 7.1.3 African Postal Sector Risk Register and Mitigation

The report on this subject indicated the following:

- a. Members were called upon to share their top ten (10) risks quarterly, considering that risks are of different magnitudes from 1 country to another at any given time. This will create a platform from where members can share experiences in terms of how to manage risks in the future.
- b. It was also proposed that Member States comply with the Global Climate Change (Paris Agreement) provisions on fleet management to contribute to carbon emission reduction.

The report was adopted with the following recommendation:

- i. PAPU Member States should use the readily available global Disaster and Risk Management (DRM) Emergency Solidarity Fund at the UPU to finance restoration of disaster affected postal services.
- ii. PAPU Member States should incorporate climate change and sustainability issues into the Africa Postal Sector Risk Register and Mitigation Measures Plan.

## 8.0 TASK FORCE ON THE OPENING UP OF THE UPU TO WIDER SECTOR PLAYERS

### 8.1 Presentation of Task Force Report

The General Secretariat presented the Task Force's report on behalf of the Chairperson, Mrs. BIKAY MUTLEN Pauline Catherine of Cameroon, under document **PAPU/ATC/SC/01/2024 - Doc No. 07**. The report was tabled to apprise the Committee about the Task Force's activities as follows:

- i. Final Report on the PAPU Task Force on the UPU Opening up to Wider Postal Sector Players.
- ii. PAPU Task Force Roadmap and Achievements.

#### 8.1.1 Final Report on the PAPU Task Force on the UPU Opening up to Wider Postal Sector Players

The Committee was requested to take note of the Decisions made during the fourth Extraordinary UPU Congress in Riyadh, Saudi Arabia, held in October 2023, which directed the WPSPs to ensure a truly interconnected, efficient, and universal postal service for all.

However, there were changes introduced in three principal areas as follows:

- i. 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;
- ii. 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;
- iii. To facilitate the exchange of postal items between national postal operators and WPSPs, the UPU will work to establish the operational, technical, legal, and policy frameworks needed;

- iv. UPU will also push forward the development of a solution that will bring together the demand 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; and
- v. To ensure the organization's continued modernization amidst rapid market changes, and increasing competition.

### **8.1.2 PAPU Task Force Roadmap and Achievements**

The Task Force's objectives, as outlined above, were accomplished through various means, including consultations with stakeholders during POC/CA Meetings, online meetings with Restricted Unions & Partners, online meetings with Member States, and participation and coordination at the fourth Extraordinary Congress held from 1st to 5th October 2023 in Riyadh, Saudi Arabia. The General Secretariat also produced position papers and reports and made presentations to augment the output of other stakeholders. Given the preceding, it was proposed that the Task Force be turned into a fully-fledged Working Group with a Bureau to execute the work smoothly. Thus, the Task Force requested the Committee:

- i. To consider the proposal to transform the Task Force as a Working Group within the Strategy Committee, albeit with a refined mandate and
- ii. Consider the name of the proposed Working Group and guide it.

Following the adoption of the report, the following recommendations were made:

- a. A new Working group be established to follow up of the recommendations that come out of the fourth Extraordinary Congress held from 1<sup>st</sup> to 5<sup>th</sup> October 2023 in Riyadh, Saudi Arabia
- b. The following Members States volunteered to be part of the new Working Group; Botswana, Burkina Faso, Cameroon, Cote d'Ivoire, Democratic Republic of Congo, Egypt, Kenya, Malawi, Namibia, Niger, Tanzania, and Uganda, with Egypt being a Chair to steer the Working Group.
- c. The new working group will name itself and develop new Terms of Reference to guide its work.
- d. These activities are to be implemented by June 2024.

## **9.0 ICT MATTERS**

### **9.1 Report on the General Secretariat ICT issues**

The General Secretariat presented document **PAPU/AC/XLII/2024 – Doc. No. 08 on ICT Matters**. The main thrust of the paper was to request the Committee to take note of the General Secretariat ICT Issues and provide guidance.

The report was adopted, and the committee recommended that PU General Secretariat fast tracks the recruitment of the ICT Manager, IT Specialist, and Cyber Security Officer to improve the efficiency of the Secretariat ICT Matters

### **9.2 PAPU ICT Capacity Building Center Report**

The General Secretariat presented document **PAPU/ATC/SC/01/2024 - Doc No. 09**, aiming to request that the Committee take note of the General Secretariat ICT Issues and provide guidance. It was reported that establishing the PAPU ICT Capacity Building Centre in the PAPU Tower was essential for the Postal Digitalization Strategy. The Center will be responsible for training and development, Software Development, New Product Development, Support, Cyber Security, Research and innovation, Postal Digitalization, and Collaboration among others.

The Committee adopted the report and re-emphasized the need to establish the Center and fast track the requisition of adequate funding.

#### **10.0 PAPU COMMUNICATIONS REPORT**

The General Secretariat presented document number **PAPU/ATC/SC/01/2024 - Doc No. 09**, which highlighted the Secretariat's communication activities undertaken in the past year. The report highlighted all current communication platforms, the status of the General Secretariat's Social Media channels, event management, stakeholders' engagements, and branding.

After thorough deliberations, the Committee recommended as follows;

- i. The General Secretariat should issue a circular to Member States requesting the technical and financial resources required to revamp the PAPU website.
- ii. The expert's ToR for developing the website should be shared with the Member States.
- iii. To strengthen operational effectiveness, the external and internal outreach programs and stakeholder Management activities at the General Secretariat should be collective and inclusive of the elected officials and staff.
- iv. The stakeholder engagement strategies must be re-evaluated to incorporate the Assistant Secretary General's participation and enhance the Union's external relations and diplomatic reach.

#### **11.0 DATE AND VENUE OF THE NEXT MEETING**

It was agreed that once the meeting schedule is finalized, the General Secretariat will communicate the date and venue of the next Strategy Committee meeting. Working Group meetings will be organized as necessary during the year and members are encouraged to participate

#### **12.0 ANY OTHER BUSINESS (AOB)**

While commending the Chairperson and the Committee on the excellent work done during the meeting, the Committee raised the following issues as AOB.

- i. The delegation of Egypt seized the opportunity to announce her intention to submit Egypt's candidature for the position of Chairperson of the Postal Operations Council (POC) of UPU during the forthcoming Dubai Congress 2025. Egypt informed the Committee that the candidate would be Ms. Nermin Hassan. Various countries, including Kenya, DRC, and

Mali, took turns supporting the candidature and appealing to members of PAPU to support it. The Committee noted that since the developed world was advancing the issue of gender equality as a priority area in the forthcoming UPU cycle, Egypt's candidature would demonstrate to the world Africa's this is an opportune moment for Africa to demonstrate its commitment to gender equality agenda

- ii. The Committee considered a submission by Zimbabwe supported by Kenya, Egypt, Mali, and others to consider engaging the former Director General of the Universal Postal Union Ambassador Bashir Hussein, through his expertise and experience, to guide the Union on matters pertaining to African position on priority areas/ strategies for the next cycle. It was proposed that the engagements take the form of forums to ensure the participation of all member states.
- iii. Going forward, the CEO's forum should precede the regulator's forum in order to effectively address concerns raised by the CEO's forum.
- iv. Senegal requested to defer the presentation on the Integrated Postal Development Program (2-IPDP) as there was still work being done on the paper.

### **13.0 ADOPTION OF THE COMMITTEE REPORT**

The General Secretariat presented the draft report to the Committee. Kenya proposed its adoption, which was seconded by Uganda and Tanzania.

A draft Resolution containing all the recommendations as adopted by the Committee to be presented the Administrative Council for consideration and adoption is attached as **Annex 3**.

### **14.0 CLOSING**

The Chair thanked the delegates for their active participation during the Committee meeting and specifically for coming up with resolutions to enhance the work of the Working Groups and Task teams. She called upon the new Task Teams to ensure they adhere to the agreed timelines by when their assignments should be concluded.

She thanked the Secretariat for their continuous support and ensuring the documents were prepared on time. She also thanked the interpreters and translators for their continuous support in ensuring the smooth flow of the meeting deliberations. The meeting ended at ...

**Annex 1**

**THE 42<sup>ND</sup> ORDINARY SESSION OF PAPU ADMINISTRATIVE COUNCIL FROM 3<sup>RD</sup> TO 14<sup>TH</sup> JUNE 2024 IN ARUSHA, UNITED  
REPUBLIC OF TANZANIA.  
STRATEGY COMMITTEE (5<sup>TH</sup> - 6<sup>TH</sup> JUNE 2024)**

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## Annex 2

### Status of Implementation of the Strategy Committee Action Plan 2023/2024

COMMITTEE 4: STRATEGY COMMITTEE (SC) 2022/2023						
S/N	KEY RESULT AREA	MILESTONE	BY WHEN	Done	In progress	Not Done
DISASTER RISK MANAGEMENT WORKING GROUP						
1.	<u>Risk Identification</u>	i) Consider periodic risk assessment reports and recommendations and submit them to the Committee.	Bi-Annually			
2.	<b>Risk Management Framework</b>	i) Guide Member States in ensuring inclusive, resilient recovery and reconstruction implementation process by strengthening their Disaster Risk Management (DRM);	Q2 2023			
3.	<b>Knowledge management and sharing</b>	i) Recommend and guide on the organization of capacity-building sessions and workshops for knowledge sharing on Disaster and Risk Management;	Q 2 2023			
4.	<b>Recovery Interventions and Mechanisms</b>	i) Ensure that Information Management Systems (IMS), including Data Protection and Cybersecurity for disaster response and early recovery, and recovery are readily available, etc.	Bi-Annually			
		ii) Develop Post Disaster Needs Assessment (PDNA) initiatives to inform recovery and resilience interventions in line with international best practices	Q 3 2023			

		iii) Guide Member States on partnership coordination for disaster response and recovery interventions as well as mutual accountability for collective outcomes;	Q 3 2023			
<b>INVESTMENTS AND PROJECTS WORKING GROUP</b>						
<b>5.</b>	<b>Monitoring and Evaluation of Projects or Investments</b>	i) Receive and analyze Project assessment reports and guide the General Secretariat appropriately	Bi-annually			
		ii) Assess the investments against the five essential criteria in investing, which are the security of capital, good return on capital employed, acceptable risk, liquidity, and matching of assets to liabilities:	Q 2 2023			
		iii) Propose model Monitoring and Evaluation (M&E) frameworks for projects and continually assess the adequacy of existing M&E frameworks for projects	Q 2 2023			
		iv) Monitor the return on investments/assets and the balance between risk and return of the Union's investments	Q 3 2023			
		v) Review the performance of the Union's investment portfolio and evaluate the different types of risks and the mitigatory measures taken	Q 4 2023			
<b>6.</b>	<b>Knowledge management and sharing</b>	i) Summarize reports on Investment opportunities & report to the Strategy Committee	As necessary			
		ii) Propose and guide the organization of workshops to sensitize stakeholders to investment opportunities.	As necessary			

7.	<b>Project Management Working Policy</b>	i) Ensure a Project Management Policy is in place for the Union's value projects to guide the conception, initiation, planning, execution, controlling, and closure of projects.	Q 1 2024			
<b>TASK FORCE ON OPENING UP OF THE UPU</b>						
8.	<b>Reports</b>	i) Study, advise upon, and prepare a Congress proposal, if necessary, on opening up the Union to wider postal sector players (embracing areas such as labeling standards, data protection, data storage, etc.	Q 2 2023			
		ii) Collate and coordinate the PAPU Member States' positions on opening up the UPU to wider stakeholders.	Q 2 2023			
		iii) Conduct an Impact Assessment of the submitted proposals and studies	Q 3 2023			

## **Annex 3**

### **Resolution No. .../PAPU/AC/XLI/2024**

#### **On Strategy Matters**

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

**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. Strategy Review and Priorities**

- i. That the newly created Task Team prepares and presents a positional paper with Key Priorities Areas for the African region to be presented to the UPU Strategy Forum;
- ii. Member States to localize the identified African priority areas and incorporate them into National Development Plans and Postal Policies and Strategies;
- iii. PAPU General Secretariat to establish a Monitoring and Evaluation Framework for the implementation of the Key Priority Areas and
- iv. PAPU General Secretariat will formally communicate with Member States on the Key Priority areas and request support for the implementation.

#### **b. Investments and Projects**

The Committee resolves:

- i. That the Investment and Projects Working Group be moved to the Finance and Administration Committee to avoid duplication of roles since similar papers were presented in both committees
- ii. PAPU to clearly define the nature of investments being undertaken.
- iii. PAPU to put in place a robust marketing strategy for the building occupancy space

**c. Disaster Risk Management (DRM)**

- i. PAPU Member States should use the readily available global Disaster and Risk Management (DRM) Emergency Solidarity Fund at the UPU to finance the restoration of disaster-affected postal services.
- ii. PAPU Member States should incorporate climate change and sustainability issues into the Africa Postal Sector Risk Register and Mitigation Measures Plan.

**d. Task Force on the Opening up of the UPU to Wider Postal Stakeholders**

- i. A new Working group be established to follow up on the recommendations that come out of the fourth Extraordinary Congress held from 1st to 5th October 2023 in Riyadh, Saudi Arabia
- ii. The following Members States volunteered to be part of the new Working Group; Botswana, Burkina Faso, Cameroon, Côte d'Ivoire, Democratic Republic of Congo, Egypt, Kenya, Malawi, Namibia, Niger, Tanzania, and Uganda, with Egypt being a Chair to steer the Working Group.
- iii. The new working group will name itself and develop new Terms of Reference to guide its work.
- iv. These activities are to be implemented by June 2024.

**e. ICT Matters**

PAPU General Secretariat fast tracks the recruitment of the ICT Manager, IT Specialist, and Cyber Security Officer to improve the efficiency of the Secretariat ICT Matters

**f. PAPU Communications Report**

- i. The General Secretariat should issue a circular to Member States requesting the technical and financial resources required to revamp the PAPU website.
- ii. The expert's ToR for developing the website should be shared with the Member States.
- iii. To strengthen operational effectiveness, the external and internal outreach programs and stakeholder Management activities at the General Secretariat should be collective and inclusive of the elected officials and staff.
- iv. The stakeholder engagement strategies must be re-evaluated to incorporate the Assistant Secretary General's participation and enhance the Union's external relations and diplomatic reach.

**g. Any Other Business**

- i. The delegation of Egypt seized the opportunity to announce her intention to submit Egypt's candidature for the position of Chairperson of the Postal Operations Council (POC) of UPU during the forthcoming Dubai Congress 2025. Egypt informed the Committee that the candidate would be Ms. Nermin Hassan. Various countries, including Kenya, DRC, and Mali, took turns supporting the candidature and appealing to members of PAPU to support it. The Committee noted that since the developed world was advancing the issue of gender equality as a priority area in the forthcoming UPU cycle, Egypt's candidature would demonstrate to the world Africa's this is an opportune moment for Africa to demonstrate its commitment to gender equality agenda
- ii. The Committee considered a submission by Zimbabwe supported by Kenya, Egypt, Mali, and others to consider engaging the former Director General of the Universal Postal Union Ambassador Bashir Hussein, through his expertise and experience, to guide the Union on matters pertaining to African position on priority areas/ strategies for the next cycle. It was proposed that the engagements take the form of forums to ensure the participation of all member states.
- iii. Going forward, the CEO's forum should precede the regulator's forum in order to effectively address concerns raised by the CEO's forum;
- iv. Senegal requested to defer the presentation on the Integrated Postal Development Program (2-IPDP) as there was still work being done on the paper.

**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 43<sup>rd</sup> Administrative Council.

***Done in Arusha, Tanzania, on 07<sup>th</sup> June, 2024***