



PAPU/AC/XLIII/2025 – Doc. No. 08

**REPORT OF THE OPERATIONS AND TECHNOLOGY COMMITTEE (OTC) HYBRID MEETING HELD IN
ARUSHA, TANZANIA, 18th & 20th JUNE 2025**

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

1. INTRODUCTION

This document is presented to the 43rd Ordinary Session of the Administrative Council for consideration.

2. SUBMISSION OF THE REPORT

The report and a draft Resolution are attached herewith as **Annexes**.

3. CONCLUSION

The 43rd Ordinary Session of the Administrative Council is requested to:

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



OPERATIONS AND TECHNOLOGY COMMITTEE MEETING REPORT

18th & 20th June 2025, Arusha, United Republic of Tanzania

1.0 INTRODUCTION

The Operations and Technology Committee meetings were held on 18th and 20th June 2025 in both online and physical mode in Arusha, Tanzania.

2.0 OPENING REMARKS

2.1 Remarks by the Chairperson

The Chairman, Mr. Abdelhafid Berdjane of Algeria, greeted and welcomed participants to the meeting and he thanked them for taking time to attend this important meeting.

The Chairman commended the Committee for the great strides made to achieve its mandate, pointing out that the overall picture in implementing the Committee's activities was positive.

He indicated that the meeting would receive reports from the Chairpersons of the Working Groups, Task Forces and Action Group. The Chairman underscored that the main issues to be dealt with by the Committee included, but were not limited to, Remuneration, Digitalization of postal services, and Supply Chain matters.

He thanked the Secretary General and the General Secretariat for their support and organization of the meeting, specifically for preparing and circulating working documents on time.

Finally, the Chair wished the participants fruitful deliberations.

2.2 Remarks by PAPU Secretary General

The Secretary General, Dr. Sifundo Chief Moyo, thanked Algeria for stepping in to chair the meeting in the absence of Committee Chair, Nigeria. He also thanked the entire Bureau of the Committee for their availability and guidance during this meeting and throughout the cycle.

The SG thanked the participants for setting aside time to attend the Operations and Technology Committee meeting.

The Secretary General stressed that as the postal sector prepares for the 28th UPU Congress which will be held in September 2025 in Dubai, United Arab Emirates, for a change Africa will not only consider proposals from other continents but the continent will table its own proposal for consideration by the Congress.

Furthermore, he indicated that following the Decision taken by the 10th Ordinary Session of the PAPU Plenipotentiary on aligning the PAPU Programme of Activities with the UPU Programme of Activities, the current cycle and consequently the tenure of the Committees will be extended up to March 2026. As such, the Operations and Technology Committee will continue its work until the holding of the 11th Plenipotentiary Conference.

Finally, the SG thanked the Chairperson, his entire Bureau, and members for their commitment to the Committee and pledged the General Secretariat's support and guidance for the Committee's success.

3.0 CONFIRMATION OF BUREAU

The Committee Bureau is as follows:

- Chairperson: Nigeria;
- 1st Vice-Chairperson: Algeria;
- 2nd Vice-Chairperson: Senegal;
- Rapporteurs: Côte d'Ivoire, Uganda;
- Secretariat: PAPU Secretariat.

The 1st Vice Chair, Algeria, chaired the meeting in the absence of Nigeria who was not physically present.

3.1 Committee Member States

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

3.2 Meeting Participation

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

Algeria, Benin, Botswana, Burkina Faso, Cameroon, Chad, Congo Republic, Côte d'Ivoire, Democratic Republic of Congo (DRC), Egypt, Kingdom of Eswatini, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mali, Morocco, Mozambique, Namibia, Nigeria, Niger, Senegal, Tanzania, Tunisia, Zambia and Zimbabwe.

3.2.2 PAPU General Secretariat

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

4.0 ADOPTION OF THE AGENDA

4.1 The General Secretariat presented the Draft Agenda, which was adopted with an additional item proposed by Egypt under Any Other Business. The main items on the agenda were as follows:

- a) **Report on the Programme of Activities of the Operations and Technology Committee (2022-2025);**
- b) **Remuneration Working Group (RG);**
 - i. Presentation of Working Group Report;
 - ii. Status of GMS Participation in Africa: Analysis of Questionnaire.
- c) **Digitalization and Innovation Working Group (DIG):**
 - i. Presentation of Working Group Report;
 - ii. Status of Implementation of Digitalization of Postal Services in Africa-Analysis of Questionnaire.
- d) **Promotion of Philately Working Group (PPG):**
- e) **Supply Chain Working Group (SCG):**
 - i. Supply Chain Trends: Presentation by the UPU;
 - ii. Presentation of Working Group Report;
 - iii. Status of Supply Chain Services in Africa: Analysis of Questionnaire;
 - iv. PAPU Security Action Group Report;
 - v. PAPU/AFRAA Activities Report.
- f) Operations and Technology Committee Draft Annual Action Plan (June 2025-March 2026).
- g) **Any Other Business (AOB)**
 - i. Update on the Work of the UPU Council of Administration (CA) Committee 2 on Customs Policy and Regulatory Issues.

5.0 REPORT ON THE PROGRAMME OF ACTIVITIES OF THE OPERATIONS AND TECHNOLOGY COMMITTEE (2022-2025)

5.1 The General Secretariat presented the progress report on the Programme of Activities for the Operations and Technology Committee under document **PAPU/ATC/OTC/01/2025 - Doc No.02.**

5.2 The report covered the main activities implemented during the 2024/2025 financial year as follows:

- a. Remuneration Round Tables;
- b. Digital Financial Services Workshop;
- c. 3rd African Philately Conference (3rd APC);
- d. Africa Transport Think Tank Activities;
- e. Paper-Free Transport Training;
- f. Security Standards Certification;
- g. EAD, CDS/IPS Training Workshop;
- h. ORE Project Activities.

5.3 The Report also covered the Committee's main milestones for the period 2022-2025 as follows:

- a. Committee and Working Group Meetings- **five (5) Committee** meetings and **27 Working Group** Meetings held;
- b. Workshops/ Conferences - a total of **twelve (12) workshops/Conferences** organized by PAPU in collaboration with different partners;
- c. Participation in the 4th UPU Extraordinary Congress;
- d. UPU Remuneration Round Tables;
- e. African Philately Conferences (APC)- **3 Conferences** held;
- f. Africa Joint Stamp Issue on the Commissioning of the PAPU Tower;
- g. Operational Readiness for E-Commerce (ORE3) Project Implementation;
- h. Africa Transport Think Tank activities;
- i. PAPU Security Action Group Creation;
- j. Questionnaires and Analysis Reports – **Five (5) questionnaires** administered and analyzed.

5.4 The Committee noted the considerable progress made in implementing the Committee's Action Plan through its four Working Groups and a Task Force. The overall implementation status for fully implemented activities stands at 78.6%.

5.5 However, the Committee indicated that the report should have included the constraints hindering the full implementation of the Action Plan Activities. The Committee was informed that the major constraint on the Digitalization and Innovation Working Group, which was the weakest link in terms of activity implementation, was inadequate funding of Designated Operators to implement digitalization projects.

5.6 The report was thereafter adopted on a proposal by Tanzania, seconded by Zimbabwe, Burkina Faso, Egypt, Benin, Kenya, Senegal, and Malawi.

5.7 The Status Report, submitted to the Administrative Council for noting, is attached to this report as **Annex 1**.

6.0 REMUNERATION WORKING GROUP (RWG)

6.1 Presentation of the Remuneration Working Group Report

The Remuneration Working Group Chairperson, Ms. Nermin Hassan Mohammed (Egypt), presented a summary of remuneration issues contained in **PAPU/ATC/OTC/01/2025 - Doc No.03**. The main areas covered were:

6.1.1 Status of Implementation of Remuneration Working Group Action Plan

The activities undertaken by the Remuneration Working Group during the 2024/2025 Financial Year included the following:

6.1.1.1 Remuneration Working Group Meeting

A Remuneration Working Group Coordination Meeting was held on 18th November 2024 to prepare and ensure effective participation of PAPU Member States at the UPU Remuneration Integration Group meeting. The meeting discussed remuneration issues to be included in the Regional Remuneration Round Tables and eventually in Congress proposals.

PAPU Member States attended the Remuneration Integration Group meeting in large numbers, and their concerns were considered and incorporated into the Congress proposals.

6.1.1.2 Remuneration Round Tables

In collaboration with its Restricted Unions, the Universal Postal Union (UPU) organized Regional Remuneration Round Tables. The Arab Region Remuneration Round Table was held from 9th to 10th September 2024 in Cairo, Egypt. The Africa Region Round Table on Remuneration, which was organized by the UPU in Collaboration with PAPU under the auspices of the Regional Development Plan for Africa (2021-2025), was held from 28th to 29th November 2024 at the PAPU Tower in Arusha, Tanzania.

Over seventy (70) participants from African Member States, the UPU International Bureau, and the PAPU General Secretariat attended the Africa Region Round Table.

The outcomes of the Regional Round Tables held across all the UPU regions were summarized and tabled during the World Round Table on Remuneration, held on 14th February 2025 in Bern, Switzerland.

6.1.1.3 Remuneration Workshop for the Arab Region

The International Mail Accounting Workshop, held from 4th to 5th February 2025 in Cairo, Egypt, was organized by the UPU in collaboration with Egypt Post for the Arab Region. The African Region Member States were afforded the opportunity to participate virtually.

The implementation rate for the Working Group Action Plan was 100%. The Committee commended the Working Group for implementing all activities under its Action Plan.

6.1.2 28th UPU Congress Proposals

The summary of Remuneration Proposals to be submitted to the 28th UPU was attached to the Working Group Report and included the following main issues:

- i. Remuneration, General provisions (Article 27bis);
- ii. Proposals for thresholds, sampling, rate structure;
- iii. Proposals for supplementary services;
- iv. Proposals for items containing goods;
- v. Proposals for items containing documents;
- vi. Proposals for quality-of-service link to remuneration;
- vii. Proposal of a General Nature for the Integrated Remuneration Plan (IRP) 2026-2029.

6.1.3 Cuba Proposal

The Chairperson stressed the need for African Member States to support the Cuba Proposal. During the World Round Table, Cuba proposed amendments to the Integrated Remuneration System (IRS) package proposals as follows:

- i. Remuneration for small packets (E): increased cost-to-tariff ratio where domestic tariffs are not set concerning costs, be extended to groups B and C (proposed Art. 29.8.2 applies to Group C only).
- ii. Parcels remuneration: Extend the opt-out rule to apply 100% ILRs to Groups B and C where domestic tariffs concerning costs are not set (proposed Art. 33.4 applies to Group C only).
- iii. Remuneration for registered items: Introduce new provision for flows from Groups B and C below 15 tons at 1.745 SDR in 2026, further increased annually by 4.5%: 1.824 SDR in 2027, 1.906 SDR in 2028, 1.992 SDR in 2029 and 2.081 SDR in 2030.

Although the Proposal did not get enough support during the World Round Table on Remuneration, the Committee was informed that Cuba had formally submitted the proposal to Congress. Africa was therefore encouraged to support the proposal since it would benefit and protect African Group B countries (current Group III: Botswana, Gabon, Mauritius, Seychelles, and South Africa).

6.1.4 Recommendations

The following were the key recommendations of the Remuneration Working Group:

- i. **The General Secretariat should identify and constitute a team of Remuneration Experts to follow up on UPU Remuneration Work during the next cycle.**
- ii. **Member States are encouraged to support the Integrated Remuneration System Proposal that the POC will submit during the 28th UPU Congress.**
- iii. **Member States are encouraged to support the Cuba proposal in line with the integrated Remuneration Plan (IRP) guiding principles to improve effectiveness and inclusivity and maximize its benefits for all UPU members in similar circumstances without discrimination.**

The Committee commended the Working Group for the good work and thereafter adopted the report.

6.2 Status of GMS Participation in Africa: Analysis of Questionnaire

6.2.1 The PAPU General Secretariat circulated a questionnaire on the Global Monitoring System (GMS) Participation in Africa in pursuit of implementing the Operations and Technology Action Plan for 2022-2025. The questionnaire's main objective was to elicit and collate information on GMS participation by Designated Operators to ascertain the status, identify shortcomings, proffer solutions, and chart the way forward.

6.2.2 Responses were received from thirty-two (32) PAPU Member States, representing 71% of the membership, while South Sudan responded to the questionnaire as an observer.

6.2.3 The questionnaire responses were analyzed, and the General Secretariat presented the detailed report under **PAPU/ATC/OTC/01/2025 - Doc No.4**. The following observations were drawn from the responses:

- i. Not all Designated Operators are keen to implement GMS.
- ii. Some Designated Operators who were members of GMS withdrew membership because of the high membership costs.
- iii. The bonuses on Quality-of-Service Link to Terminal Dues are difficult to attain, as only one country, Eswatini, has benefited once, which could indicate the unrealistic nature of the bonus system.
- iv. DOs are interested in measuring their quality of service and improving their services to improve their earnings.
- v. Letter mail volumes, on average, have been on continuous decline, requiring an affordable system for measuring the service.
- vi. Resources deployed to measure the quality of service for untracked letter post items are best utilized in funding projects or efforts to measure e-commerce items.

Four (4) countries, Ethiopia, Madagascar, Morocco, and South Africa, had volumes above 100 tons. The Designated Operators do not qualify for the exemption from participating in the Quality Service Link to terminal dues.

Member States aired their views on their experience with implementing GMS, and that the UPU should consider lowering the cost of GMS to make it affordable for all.

It was stressed that Designated Operators should channel their investments towards priority areas such as tracked delivery and e-commerce rather than investing in untracked letter post items.

6.2.4 Recommendations

In light of the declining letter post business and the opportunities being presented by e-commerce, which is on the increase, the following was recommended:

- i. **Designated Operators (DOs) should consider using alternative, less costly quality of service monitoring tools in place of GMS.**
- ii. **DOs should focus their investment efforts on monitoring the quality-of-service projects for items containing goods, since e-commerce is the future of the post.**

It was also recommended that African Designated Operators, in coordination with the PAPU General Secretariat, should jointly inform the UPU that the resources tied to GMS would best be channeled towards tracked delivery items and e-commerce.

NB. For the detailed results of the GMS Participation in Africa, refer to PAPU/ATC/OTC/01/2025 - Doc No.4

The report was adopted on a proposal by Benin, seconded by Senegal and Egypt.

7.0 DIGITALIZATION AND INNOVATION WORKING GROUP (DIG)

7.1 Presentation of Working Group Report

The Digitalization and Innovation Working Group Chairperson, Mr. Seydou Diakhate of Senegal, presented the Group's report under **PAPU/ATC/OTC/01/2025 - Doc No. 05**.

The report focused on the following main areas:

7.1.1 Status of Implementation of Working Group Action Plan

The Committee was apprised of the progress made by the Working Group in implementing its Action Plan for 2022-2025. The status of the Implementation of the Working Group Programme of Activities is as follows:

- i. All four milestones are in progress on the **“Model Digital Post Office”**.
- ii. The three milestones on **“Digital Infrastructure and Modernization of Operations”** are in progress.
- iii. On **“Digitalization of Postal Services”**, all activities were fully executed, but one of the milestones is still ongoing.
- iv. On **“Postal Home-grown Digital Innovations”** 33% of the milestones are in progress.
- v. In **“Human Capital Development,”** the activity forecasts have been fully implemented.
- vi. On **“Communication and Feedback on Digitalization and Innovation Progress,”** this component has been fully implemented.

7.1.2 Cooperation Activities with UPU

Several activities were implemented in collaboration with the Universal Postal Union (UPU). The main activities implemented during the 2024/25 Financial year were as follows:

7.1.2.1 UPU Webinar: Postal Networks as Facilitators of MSME Payments Digitalization.

PAPU participated in the UPU webinar organized on 2nd December 2024 to explore the topic of **“Postal networks as facilitators of MSME payment digitalization.”** UPU presented on the role and importance of MSMEs, followed by the challenges of digitalizing payments in emerging markets, including:

- i. Challenges in the merchant experience;
- ii. Challenges in the end-customer experience.

7.1.2.2 Workshop on the implementation of “.Post” activities

A Workshop was organized on the theme, **“Building a secure and reliable digital space - How '.post'-backed services strengthen cyber resilience.”** The General Secretariat and Member States attended the online workshop on 13th February 2025. The sub-themes were:

- “Creating a secure and trusted environment for the postal sector via .Post”;
- “The future of “.Post”, focusing on new horizons and opportunities.”

7.1.3 Cooperation Activities with African Union Commission (AUC)

The General Secretariat participated in the following activities in collaboration with the African Union Commission (AUC):

7.1.3.1 Data Collection Process on the AU Digital Transformation Strategy (DTS) Platform

- i) The DTS implementation learning and evaluation Workshop took place on 8th October 2024 in virtual mode.
- ii) A test phase was undertaken to identify shortcomings and remedy them before deploying the DTS platform. For this exercise, access codes to the platform were allocated to the participating entities, including PAPU.
- iii) The operational phase was used to enter postal sector data into the DTS platform. PAPU entered and shared on the platform the information falling within its scope under the supervision of PAPU’s Head of Department, Operations and Technology. Difficulties, gaps, and constraints were reported to the AU for technical assistance.

7.1.3.2 AU Webinar on the Theme: The AU’s Future Continental Cybersecurity Project

In partnership with the Luxembourg Development Cooperation Agency, the AUC organized a webinar on 26th February 2025 to discuss the AU’s future continental cybersecurity project. The project’s main objectives are to deploy cybersecurity operations, incident detection, and management, set up and support a Computer Security Incident Response Centre/Team (CSIRC) and an Operations and Security Centre (OSC), and strengthen the cyber capabilities of organizations, sectors, and Member States.

The General Secretariat attended this meeting and seconded two staff members as focal points.

7.1.4 PAPU Digital Financial Services Workshop Report

The Digital Financial Services Workshop was held from 11th to 13th December 2024 at the PAPU Tower in Arusha, United Republic of Tanzania under the theme: “**Fostering Financial Inclusion through Digital Solutions**”,

The Workshop’s main objective was to share knowledge, skills, and experiences, compare best practices, and appreciate the state-of-the-art tools needed to deliver and manage digital financial services.

The following recommendations were tabled by the Working Group for consideration and adoption by the Committee:

- i. **Designated Operators should benchmark on Model Digital Post Offices being implemented by some DOs and ensure implementation, where appropriate.**
- ii. **Regarding the Digitalization of postal services in Africa, DOs should focus on the pillars with low scores, particularly Financial and Postal Payment Services and Support Functions, which are essential and imperative for the sustainability of postal institutions.**
- iii. **The Union should benchmark and develop a Digital Transformation Framework and Road Map for Posts in Africa.**
- iv. **Member States should use local expertise in developing software and other IT solutions to support operations.**

The Committee adopted the Digitalization and Innovation Working Group Report and its recommendations.

7.2 Report on Digitalization of Postal Services in Africa- Analysis of Questionnaire

The General Secretariat re-circulated the questionnaire on the Digitalization of postal services in Africa in January 2025. The questionnaire was used to collect data to assess the level of implementation of digitalization of postal services in Africa. The detailed questionnaire analysis was presented via **PAPU/ATC/OTC/01/2025 - Doc No. 06.**

The questionnaire focused on the following five (5) key pillars in assessing the different stages of postal service digitalization:

- i) Postal financial and payment services;
- ii) Mail services;
- iii) Supply chain integration;
- iv) Development of IT infrastructure and mobile applications;
- v) Support functions.

Forty-two (42) out of forty-five (45) PAPU Member States, representing 93%, responded to the questionnaire. The findings from the responses to the questionnaire were summarized as follows:

- i) The results showed that the mail services pillar scored over 82%, followed by the supply chain pillar with over 48%.
- ii) The pillars with the least digitalization scores are as follows:
 - ❖ Development infrastructure & mobile applications- 34%.
 - ❖ Postal Financial & Payment Services- 22%.
 - ❖ Support Functions - 21%.

The low scores on the three pillars indicate that much work is required in Africa to modernize postal entities, digitize services, and improve the IT infrastructure deployed.

It is worth noting that the overall implementation rate of ongoing projects in the 42 Member States is estimated at 40%.

7.2.1 Recommendations

The main recommendations from the analysis were as follows:

- i. **The Designated Operators (DOs) need to strengthen their efforts in the implementation of the digital solutions under the Financial Postal Payment Services Pillar;**
- ii. **Postal and financial regulators are encouraged to develop appropriate policies and regulatory frameworks to allow for seamless transition into the postal financial services by Designated Operators;**
- iii. **Designated Operators are encouraged to utilize the tools recommended by the UPU, which are essential elements of the Mail Services Pillar for best practices, quality monitoring, and improvement, particularly the Quality Control System (QCS) or the Integrated Quality Reporting System (IQRS), and EMS Smart.**
- iv. **Designated Operators should endeavour to implement Electronic Counter Solutions (POS & ePOS), relay Points, and Smart Locks to offer innovative postal services that meet customer needs.**
- v. **Designated Operators should accelerate innovations in e-commerce platforms to capture a significant market share in this trade area.**
- vi. **DOs should strengthen investment in support functions, particularly staff training in cutting-edge technologies such as artificial intelligence, modern management, business monitoring, and decision-making tools.**
- vii. **Designated Operators should craft comprehensive digital strategies that cover all business aspects, e.g., Operations, Marketing, Client Relationship Management (CRM), Information Technology, Human Resources Management, Fleet Management, Mail Logistics, and Real Estate.**

The Committee took note of the progress made and adopted the report.

8.0 PROMOTION OF PHILATELY WORKING GROUP (PPG)

8.1 Presentation of Working Group Report

The General Secretariat presented the Promotion of Philately Working Group Report on behalf of the Chairperson, Mrs. Funmilayo Esiri of Nigeria, vide document **PAPU/ATC/OTC/01/2025 - Doc No. 07**.

The following were the salient issues in the report:

8.1.1 Status of Implementation of the Working Group Action Plan

The Promotion of Philately Working Group reported that they had implemented several activities in line with the Working Group Action Plan for 2022-2025. 88% of the activities were fully implemented, while 12% were in progress.

The main milestones achieved by the Working Group were as follows:

- i) Issuance of PAPU Joint Stamp Commemorating the Commissioning of the PAPU Tower.

- ii) Organization of the three African Philately Conferences (APCs) in 2022, 2023, and 2025.
- iii) Organization of a Capacity Building Workshop in Rabat, Morocco on 23rd November 2023.
- iv) Digitalization of Philatelic Products.

8.1.2 Third African Philately Conference (3rd APC)

The 3rd African Philately Conference (APC) was held virtually on 5th and 6th March, 2025. The two-day Conference, held under the theme '**Digital Stamps: Offering a New Dimension in Philately**,' was attended by over ninety (90) participants from thirty-four (34) Member States.

The Conference attracted global Philately experts and Philatelists from the Universal Postal Union, Stampfinity, Crypto Stamps.Org, and Ciphers.me, Engineers Software Corporation, and West Africa Study Circle, who delivered presentations on the theme. Three (3) Designated Operators, namely, Côte d'Ivoire, Ghana, and Tunisia, shared their experience on implementing digital stamps.

8.1.3 Global Philatelic Activities

The Working Group Members participated in Global Philatelic Activities organized by the UPU and other partners as follows:

8.1.3.1 The 19th International Competition Class for the issuing Postal Authorities of UPU Member Countries and their Territories

The 19th edition of the UPU International Competition Class was implemented through displays throughout the year at various international philatelic exhibitions on several continents, culminating in the CHINA 2024, held in Shanghai, China, from 29th November to 3rd December 2024. PAPU Member States that attended the event were Algeria, Ghana, Morocco and Tunisia.

The Committee was informed that Morocco won 2nd position in the Group "A" category during the Competition.

8.1.3.2 Philately Conference and Workshop

The UPU and World Association for the Development of Philately (WADP) jointly organized Philatelic Conferences and Workshops on the theme: "**Innovations in Philately: Reaching a Broader Audience**," which took place from 29th November to 1st December 2024 at the CHINA 2024 Asian International Stamp Exhibition in Shanghai. These events were run with the Postal Innovation Platform and the Fédération Internationale de Philatélie (FIP). PAPU Member States in attendance were Algeria, Ghana, Morocco, and Tunisia.

The training workshop provided a setting for stimulating and fruitful exchanges to enhance knowledge in crypto and NFT stamps.

8.1.3.3 Issuance of a Commemorative Stamp for the UPU 150th Anniversary

The UPU Member States issued commemorative stamps on 9th October 2024 to celebrate the UPU 150th Anniversary. Two Member States, Ghana and Nigeria, were commended for issuing the commemorative stamp.

8.1.3.4 WADP Numbering System (WNS) Activities

WNS register stamps issued by Designated Operators from UPU Member States serve as a mechanism to control illegal and counterfeit issues. Eleven (11) out of the forty-five (45) PAPU Member States are members of the WNS.

8.1.4 Recommendations

The following recommendations from the Philately Working Group were tabled for consideration and adoption by the Committee;

- I. Encourage Designated Operators to join the WADP Numbering System (WNS) to benefit from its membership.**
- II. Consider issuing a joint crypto stamp for African Designated Operators in collaboration with recommended partners.**

The Report of the Promotion of Philately Working Group was adopted by the Committee, along with its recommendations.

9.0 SUPPLY CHAIN WORKING GROUP (SCG)

9.1 Supply Chain Trends: Presentation by the UPU

Mr. Zoran Stevanovic, the Alternative Transport Solutions Expert from the UPU International Bureau, made a presentation on Trends in the Postal Supply Chain. The presentation covered the following key areas:

- i. UPU Global Postal Model for EAD and pre-loading advance cargo information (PLACI).
- ii. Global EAD-readiness.
- iii. Data Compliance and Digitalization.
- iv. Paper Free Mail Transport.
- v. Flexible Transport Network- Regional Hubs.
- vi. Security and Safety: latest security threats and regulations.
- vii. Illicit Goods Mitigation & SME Engagement.
- viii. Dangerous Goods Search Tool (DGST).
- ix. Customs and Standards.
- x. Customs Compliance Solutions.
- xi. New business Model, Products, and Processes.

xii. Business-to-business-to-consumer (B2B2C) product.

Mr. Zoran Stevanovic emphasized that the only certainty in the mail supply chain is that there is no certainty, and that more supply chain mail challenges should be expected. Designated Operators were implored to cooperate with mail supply chain partners to keep mail moving smoothly.

For further clarification and questions, Designated Operators were encouraged to contact the International Bureau by email: zoran.stevanovic@upu.int.

9.2 Presentation of Working Group Report

The Supply Chain Working Group Chairman, Mr. Jasson Kalile of Tanzania, presented the Group's report under document **PAPU/ATC/OTC/01/2025 - Doc No.08**.

The highlights from the report were:

9.2.1 Status of Implementation of the Supply Chain Working Group Action Plan

During the 2024/25 financial year, the Supply Chain Working Group implemented the following activities:

9.2.1.1 Security Activities

During the year under review, six (6) Designated Operators, namely, Eswatini, Ghana, Kenya, Equatorial Guinea, Sierra Leone, and Morocco, were awarded various levels of certification for compliance with the S58 and S59 Security Standards.

The PAPU Security Action Group (PSAG) was established in accordance with the 42nd Administrative Council Resolution **No. 02/PAPU/AC/XLII/2024**. It comprises ten (10) members from all five (5) African subregions and has since commenced its work.

9.2.1.2 Transport Activities

The Africa Transport Think Tank (ATTT) held **six (6) meetings** during the year 2024/2025 to deliberate on international mail transportation matters, the European Union Import Control System 2 Release 2 (ICS2 R2), the implementation of regional mail hubs, and paper-free transport.

The UPU organized a Paper-Free Transport Training Session on 20th November 2024, for the Designated Operators of the Arab and African Regions.

9.2.2 EAD, CDS/IPS Training Workshop

The UPU, in collaboration with the United States Postal Services, organized a Training Workshop for Electronic Advance Data (EAD) and Customs Declaration System/ International Postal System (CDS/IPS) from July 9th to 11th, 2024, in New York, USA, for Designated Operators in the Africa Region.

All African DOs attended the Workshop physically, except a few who had challenges obtaining US visas. However, virtual participation was enabled for participants who could not travel to the USA. The PAPU General Secretariat attended the Workshop virtually.

9.2.3 ORE Project Activities

Designated Operators continued to implement the Operational Readiness for E-commerce Project.

9.2.3.1 ORE Workshops

The UPU organized the 3rd ORE Workshop from 5th to 10th May 2024 in Gaborone, Botswana. The 4th Workshop was held from 7th to 11th April 2025 in Cotonou, Benin. All participating DOs as well as the General Secretariat attended the workshops.

9.2.3.2 Monthly Checkpoint Meetings

Six (6) Monthly Checkpoint meetings were held with the Regional Project Facilitators, Field Experts, and the PAPU General Secretariat to evaluate progress, discuss DOs' challenges in implementing the Project, and share best practices. In some cases, UPU International Bureau Experts were invited to the meetings to guide the Country Project Managers on some deliverables.

9.2.3.3 Sensitization Workshops on Quality-of-Service Fund Project- QSFLDC2402 for Africa, Arab and Caribbean Regions

The QSFLDC2402 is a Common Fund project on '**Capacity Building for Mail Quality Improvement in LDCs for the Africa, Arab and Caribbean Regions**'. Thirty-five (35) African Countries are taking part in the project.

The UPU organized two (2) online sensitization workshops on the Project. The kick-off workshop was held on 3rd October 2024, while the second was held on 4th February 2025. The workshops were attended by QSF Coordinators and ORE 3 Project teams from the Regions.

Noting the importance of quality of service on the supply chain, the Committee reiterated the need for UPU and Member States to re-prioritize the resources allocated to the implementation of GMS and ORE Projects.

9.2.4 Recommendations

The Supply Chain Working Group tabled the following recommendations for consideration and adoption by the Committee:

a) On Operational Readiness for E-commerce (ORE 3) Project

- I. ORE 3 Country Project Managers should continue implementing activities in their Country Roadmaps and Action Plans to ensure overall regional performance improvement by the Project's end.**
- II. Member States participating in the QSFLDC2402 Project on 'Capacity Building for Mail Quality Improvement in LDCs for the Africa, Arab, and Caribbean Regions' should ensure**

that their staff actively participate in the Workshops to derive maximum benefit from the project.

b) On Security matters

- I. Designated Operators are encouraged to utilize Quality of Service Fund Resources for Security Projects, to boost the number of PAPU Member States attaining Security Certification in compliance with UPU S58 and S59 standards.

c) On Transport Activities

- I. Member States are encouraged to strengthen collaboration with African airlines to ensure enhanced intra-Africa trade through the Post and achieve efficient mail movement.
- II. The PAPU General Secretariat should continue collaborating with AFRAA to maintain good relations and cooperation between Designated Operators and Airlines.
- III. Designated Operators are encouraged to craft fallback contingency plans that bypass the EU by working closely with significant mail carriers in Africa and other regions.
- IV. To implement the Paper-Free Transport Project, Designated Operators are encouraged to improve transport data scanning performance and data quality compliance.

The Committee adopted the Supply Chain Working Group Report and its recommendations.

9.3 Status Report on Supply Chain Services- Analysis of Questionnaire

9.3.1 The PAPU General Secretariat circulated a Questionnaire on the Status of Supply Chain Services in Africa in pursuit of implementing the Operations and Technology Action Plan for the period 2022-2025. The questionnaire's objective was to elicit and collect information on Supply Chain activities being implemented by Designated Operators to ascertain the status and assist in filling any identified gaps, where possible.

9.3.2 The Questionnaire comprised thirty-nine (39) questions covering four main supply chain pillars as listed below:

- i) **Transport:** Mail Transportation and Relations with Stakeholders.
- ii) **Security:** Postal Security and Compliance with Standards.
- iii) **Customs:** Exchange of Electronic Advance Data and Customs Relations.
- iv) **Quality of service.**

9.3.3 Thirty-six (36) responses were received, representing 80% of PAPU Member States. The detailed analysis of the responses was presented by the General Secretariat vide **PAPU/ATC/OTC/01/2025 - Doc No. 09.**

9.3.4 The main findings were as below:

- i) Overall regional performance on Transport-related activities is 65% for completed activities, 14% in progress, and 20% for activities not yet implemented.
- ii) Performance in security-related activities is the lowest, with 57% of activities implemented, 24% in progress, and 18% not implemented.
- iii) Customs-related activities stand at 62% implemented, 20% in progress, and 18% not implemented.
- iv) Performance on Quality-of-Service related activities is 65% completed, 15% in progress, and 23% not implemented.

9.3.5 Recommendations

The main recommendations from the responses to the questionnaire are as follows:

- i. **Designated Operators should constitute National Contact Committees with Transport Stakeholders to enhance collaboration, comply with regulations, and ensure smooth and efficient mail transportation.**
- ii. **Designated Operators should comply with the S58 and S59 Security Standards and obtain certification.**
- iii. **Regular updating of the List of Prohibited Items and Dangerous Goods is encouraged to ensure customers and partner Designated Operators can access up-to-date information.**
- iv. **Designated Operators should exchange electronic data (CUSITM/CUSRSP) with Customs Authorities to speed up the customs clearance process.**
- v. **Designated Operators should sign Memoranda of Understanding with the National Customs Authorities to enhance post-customs relations and ensure the smooth flow of postal items.**
- vi. **Establishment of National Post/Customs Contact Committees is encouraged to enhance collaboration and promote dialogue between the two parties, improve compliance with regulations, and ensure a smooth and efficient clearance of postal items.**
- vii. **Designated Operators should offer tracked delivery service and earn additional revenue by only providing EMD scans during the first year.**
- viii. **Designated Operators should ensure compliance with the S42 Addressing Standard and attain certification to facilitate the smooth exchange and delivery of postal items.**

The report was adopted by the Committee with amendments to some of the recommendations.

9.4 PAPU Security Action Group (PSAG) Report

The Chairman of the PAPU Security Action Group, Mr. Kelebogile Ofentse of Botswana presented the Group's report vide **PAPU/ATC/OTC/01/2025 - Doc No. 10**.

9.4.1 The PSAG was created following the 42nd Administrative Council **Resolution No. 02/PAPU/AC/XLII/2024** to develop, coordinate, facilitate, and implement the Africa Region Security Strategies in line with the UPU Postal Security Standards, S58 & S59, in collaboration with the UPU Security Group (SG).

9.4.2 The Group comprises security experts from designated postal operators representing the five (5) African subregions: Algeria, Botswana, Benin, Burkina Faso, Kenya, Cameroon, Cape Verde, Malawi, Morocco and Tanzania.

9.4.3 Postal Security Activities

The PSAG reported on the security activities implemented during the 2024/2025 financial year as follows:

9.4.3.1 Implementation of the 42nd Ordinary Session of the PAPU Administrative Council Resolution

The meeting noted that the Administrative Council, during its 42nd Ordinary Session held in Arusha, Tanzania, in June 2024, approved the creation of the PAPU Security Action Group (PSAG) within its structures under the Supply Chain Working Group vide **Resolution No. 02/PAPU/AC/XLII/2024**.

To implement the resolution, the following activities were undertaken:

- i. The PAPU General Secretariat made a call through a circular to the Member States for the nomination of members into the Group.
- ii. This process was duly coordinated by Sub-Regional Postal bodies and PMGs/CEOs of Designated Operators in Africa.
- iii. The submissions made resulted in the successful evaluation and appointment of ten (10) members into the PAPU Security Action Group from Algeria, Botswana, Benin, Burkina Faso, Kenya, Cameroon, Cape Verde, Malawi, Morocco and Tanzania.
- iv. All five (5) African sub-regions are represented in the Security Action Group, which also incorporates the current Regional Postal Security Managers (RPSMs) – Malawi, Morocco, and Cape Verde - to ensure continuity and sustainability of the certification process.

9.4.3.2 Notification of the Creation of the PSAG to UPU Security Group

The Secretary-General notified the Universal Postal Union International Bureau, the Secretariat of the Security Group, of the creation of the PSAG as recommended by the UPU Security Group. The UPU acknowledged receipt of the communication and pledged its support for the Group.

9.4.3.3 Inaugural meeting of the PASG

The PAPU Security Action Group held its first online meeting on 20th November 2024. The meeting discussed the PSAG Objectives and UPU technical support, including the message from the UPU Security Group Chair, among other matters. During the meeting, the PSAG members elected the leadership of the Group, i.e., Botswana as the Chairman and Benin as Vice Chairman.

9.4.3.4 Notification of the Creation of the Group to PAPU Member States

On 5th February 2025, the General Secretariat sent out a circular notifying PAPU Member States of the creation of the PSAG as per the resolution of the 42nd Ordinary Session of the PAPU Administrative Council.

9.4.4 Proposed Security Strategy and Action Plan

The Chair presented the draft PSAG Strategy and Action, which the Committee approved.

The Committee commended the Chair for the presentation of the PASG Report and detailed Action Plan. Zambia proposed adoption of the report Benin and Tanzania seconded.

9.5 PAPU-AFRAA Activities Report.

Mr. Joseph Mumo of Kenya presented the report of the PAPU-AFRAA Task Force on behalf of the Chairman under **PAPU/ATC/OTC/01/2025 Doc No. 11**.

The main areas covered by the report were:

9.5.1 Status of Implementation of the Task Force Action Plan

The transport activities which were undertaken during the financial year 2024/2025 were:

9.5.1.1 Africa Transport Think Tank Meetings

The Africa Think Tank Team (TTT), created in 2024, held six (6) meetings from June 2024 to February 2025 to discuss transport matters aimed at achieving efficient mail transportation in the African Region in line with the Team's Terms of Reference.

9.5.1.2 Regional Transport Hubs

The TTT members agreed to establish regional transport hubs in Ethiopia, South Africa, Togo, and Kenya. They noted that the quality of service in transport and data compliance should be at the highest level to ensure that the service provided by Regional Hubs is in line with partners' expectations.

9.5.1.3 Compliance With EU Transport Regulations

The Import Control System 2 (ICS2) Release 2, which has been fully implemented since 2nd April 2024, requires that all DOs sending items containing goods by air into or through the European Union (EU) comply with specific electronic advance data requirements.

It has been emphasized that members should prioritize improving data quality, especially concerning ITMATT, PREDES and CARDIT messages and accurate flight information on their international mail dispatches, as part of the broader compliance efforts.

9.5.1.4 Paper Free Transport Training Session

The Universal Postal Union (UPU) organized an online Paper-Free Transport Training Session on 21st November 2024 for the Arab and African Regions. Transport Experts from Designated Operators in Africa attended the Webinar, which aimed to support Designated Operators in digitalizing international mail transport to reduce paper use and promote sustainability.

9.5.1.5 AFRAA Sky Connect Dialogue

Within the framework of the MoU signed between PAPU and AFRAA, the PAPU General Secretariat attended the Sky Connect Dialogue organized by AFRAA on 5th February 2025. The dialogue discussed several matters relating to the airline and postal industries.

The Committee adopted the report and noted the PAPU AFRAA Task Force recommendations, which were included in the Supply Chain Working Group Report.

Malawi proposed the adoption of the Task Force Report. Senegal and Tanzania seconded the proposal.

10.0 OPERATIONS AND TECHNOLOGY COMMITTEE ANNUAL ACTION PLAN (2025 – 2026)

Following **Decision No.02/PAPU/PC/X/2021** on Aligning the PAPU Programme of Activities with the UPU Programme of Activities taken during the 10th Ordinary Session of the PAPU Plenipotentiary Conference held on the 25th June, 2021 in Victoria Falls, Zimbabwe, the 11th Ordinary Session of the Plenipotentiary Conference will be held no more than six (6) months after the 28th UPU Congress scheduled to be held in September 2025. Thus, the current cycle and consequently the tenure of the Committees will be extended up to March 2026.

Given the foregoing and to ensure the continuation of the work of the Operations and Technology Committee, a draft Annual Action Plan for the period June 2025 to March 2026 was presented by the General Secretariat vide **PAPU/ATC/OTC/01/2025 – Doc No. 12**.

The Committee adopted the Draft Annual Action Plan, which is attached herewith as **Annex 2** for approval by the Council.

11.0 DATE AND VENUE OF THE NEXT MEETING

The Committee will hold the next meeting before the 44th PAPU Administrative Council Session. Once arrangements are finalized, the General Secretariat will communicate the date and venue of the meeting of the Operations and Technology Committee. Working Group meetings will be organized as necessary during the period.

12.0 ANY OTHER BUSINESS (AOB)

12.1 Update on the Work of UPU Council of Administration (CA) Committee 2: Customs Policy and Regulatory Issues

Egypt gave an update on the UPU CA Committee 2 meeting held on 18th June 2025 to deliberate on Congress proposals to amend the Constitution and Convention.

Particular attention was given to Annex 1 on the Legal Advisor's Memorandum on assessing specific policy and regulatory issues associated with Electronic Advance Data.

It was emphasized that the EU ICS2 R2 regulations violates the fundamental principles of freedom of transit and non-discriminatory treatment of international postal items. Article 23 of the Constitution entails that no member country may derogate from the provisions of the Acts of the UPU by invoking its legislation in respect of anything not expressly provided for by those Acts.

In that regard, Egypt implored Member States to take note of these proposals during the 28th UPU Congress and be guided accordingly. The Committee was also notified that there will be a Council of Administration meeting on 26th June 2025, and members should closely follow the discussions on the matter.

13.0 ADOPTION OF THE COMMITTEE REPORT

The General Secretariat presented the Draft Report for adoption by the Committee. A Draft Resolution containing the Committee's recommendations was also presented to the Committee for adoption.

The draft resolution attached to the Report as **Annex 3** is hereby submitted to the Administrative Council for consideration and approval.

The report was adopted with comments from Egypt and Tanzania.

Zambia proposed adoption of the report. Benin, Tanzania, Morocco, Mali, Egypt, Niger, Cameroon and Zimbabwe supported the proposal.

14.0 CLOSING

14.1 Secretary General Remarks

The Secretary General (SG) commended the Committee for the successful conclusion of the meeting. His desire was to see the recommendations and resolutions made by the Committee adopted by the Administrative Council for implementation by Designated Operators.

The General Secretariat would like build a formidable team of operational experts to ensure that Designated Operators in Africa improve quality of service, supply chain integrations and digitalization of postal services.

The SG congratulated all members for their active participation on UPU matters through the coordination of the Committee.

Once more, he congratulated the Chairman, Algeria, for expertly guiding the meeting and its successful conclusion.

14.2 Chairman's Remarks

The Chairman thanked all members for their active participation during the meeting and for making constructive proposals. He also thanked the General Secretariat for the detailed and quality report.

He declared the meeting closed at 08:15 hours GMT.

ANNEX 1

ACTION PLAN FOR 2021/2022-2024/2025

S/N	SUBJECT MATTER	MILESTONE	PERIOD	DONE	WIP*	NOT DONE
-----	----------------	-----------	--------	------	------	----------

REMUNERATION WORKING GROUP						
1.	Letter Remuneration System	Post	i) Unpack the Remuneration model	Q3 2022		
			ii) Outline rates for different letter post services, including value-added and supplementary services	Q3 2022		
			iii) Outline the remuneration for undeliverable items (UV)	Q3 2023		
			iv) Enumerate the implications of the Remuneration System on Africa	Q4 2022		
			v) Organize a Remuneration Working Group Meeting	Q4 2022		
			vi) Solicit feedback from Member States (Questionnaire)	Q1 2023		
2.	Parcel Post Remuneration		i) Expound the Parcel Post Remuneration Model	Q2 2023		
			ii) Explain the Quality Performance system of the Parcel Post Remuneration system	Q2 2023		
			i) Illuminate the implications of the Remuneration System on Africa	Q3 2023		
			ii) Organize a Remuneration Working Group Meeting	Q4 2023		
			iii) Request for feedback from Member States (Questionnaire)	Q4 2023		
3.	Integrated Product Plan		i) Integrated Product Plan Model	Q4 2022		
			ii) Integrated Remuneration Plan	Q4 2022		
			iii) Organize a Remuneration Working Group Meeting	Q1 2023		
			iv) Seek feedback from Member States (Questionnaire)	Q1 2023		
4.	Remuneration Issues		i) Identify and summarize key issues	Q2 2024		
			ii) Communicate to the Committee and Member States	Q2 2024		
5.	Future Remuneration System		i) Identify areas of concern in international mail handling and resultant remuneration	Q3 2024		
			ii) Consider ways of improvement on the system	Q3 2024		
			iii) Propose amendments to the Regulations	Q4 2024		
			iv) Analyze IB and other Member States' Proposals related to the remuneration of physical services <ul style="list-style-type: none">• Study proposal;• Come up with implications for Africa;• Propose alternative views from Africa;• Advise Member States	Q1 2025		
			v) Come up with proposals from Africa	Q1 2025		
DIGITALIZATION AND INNOVATION WORKING GROUP						

6.	Model Digital Post Office	i) Develop a Digital Post Office Model benchmarked from other regions and industries;	Q1 2023			
		ii) Develop a Digital Transformation Framework and road-map for the Posts of Africa;	Q1 2023			
		iii) Adopt a streamlined postal digital transformation program	Q1 2023			
		iv) Pursue coordinated implementation by Member States' DOs	Q1 2023			
7.	Digital Infrastructure and modernization of operations	i) Provision of digitization environment and infrastructure within Member States to cover the following: <ul style="list-style-type: none"> • Electrification and alternative power sources • Internet connectivity • Networking of offices • Cloud computing 	Q2 2023			
		ii) Members to ensure the provision of hardware at Post Offices: <ul style="list-style-type: none"> • Servers • Computers/laptops • Printers • Scanners • Digital Scales 	Q3 2023			
		iii) Share information on postal systems and tools to develop specifications for ideal software for the digitalization of the Post in Africa	Q3 2023			
8.	Digitalization of Postal Services	i) Migration of services from the traditional onto the digital platforms: <ul style="list-style-type: none"> • E-Post • E-commerce • E-Government • Digital financial services • Mobile banking solutions 	Q1 2024			
		ii) Deploy technology-based value-added features on the Integrated Product Plan (IPP) portfolio to ensure full implementation of IPP: <ul style="list-style-type: none"> • ECOMPRO • Tracked delivery service • Small packets 	Q1 2024			

		iii) Participation in the Digitalization and Innovation projects in partnership with relevant industry stakeholders	Q4 2022			
9.	Postal home-grown digital innovations	i) Develop own digital solutions: <ul style="list-style-type: none"> • Software • Applications 	Q2 2023			
		ii) Participate in Innovation exhibitions and competitions like the World Summit on the Information Society (WSIS)	Q3 2022			
10.	Human Capital Development	i) Members to capacitate staff on digital skills	Q3 2024			
		ii) Organize workshop on Digital Transformation and Financial Inclusion	Q4 2022			
		iii) Training workshop: <ul style="list-style-type: none"> • IT systems • Tools • Cyber security 	Q4 2023			
11.	Communication and Feedback on Digitalization and Innovation Progress	i) Members' active participation in in the different projects <ul style="list-style-type: none"> • Regional/Global Meetings on Innovation and Product Development • Digitization implementation initiatives 	Annually			
		ii) Information feedback from Member States on the implementation of the projects	Annually			
PROMOTION OF PHILATELY WORKING GROUP						
12.	New trends and innovations in the philately business	i) Share information on the latest global trends and innovations in philately	Q1 2023			
		ii) Share information on new philatelic products on the market and the World Association for Development of Philately (WADP)	Q1 2023			
		iii) Explore new markets for African philatelic products in partnership with other stakeholders	On-going			
		iv) Philately information feedback from Member States (Questionnaire)	Q2 2023			
13.	Digitizing the Philately Business	i) Share information on current digitalization trends in the industry	Q1 2022			
		ii) Explore digital stamp products on the market	On-going			
14.	Promotion of philatelic products	iii) Promote philatelic products and activities on different platforms.	On-going			
		iv) Participate in joint stamp issues to promote African heritage and events	2024			
		v) Organize stamp design competitions	Q3 2022			

		vi) Member States participate in philatelic activities organized by PAPU, UPU, fellow Members, and other Organizations. (meetings/workshops/conferences/exhibitions)	On-going			
15.	Illegal and counterfeit stamp issues	i) Share information on illegal and counterfeit issues	Q2 2023			
		ii) Craft strategies to eradicate illegal and counterfeit issues of African stamps	Q2 2023			
		iii) Review existing UPU regulations on illegal and counterfeit issues	Q3 2024			
16.	Sharing of best practices on Philately	i) Identify Member States excelling in the philately business to share experiences during workshops/ Committee meetings	Q2 2023			
		ii) Consider twinning and pairing of Member States	Q3 2024			
17.	Reviving Philately Business in Africa	i) Participation of more countries in the Working Group	Q 4 2022			
		ii) Feedback from Member States on philatelic activities (Questionnaire)	Q3 2024			
SUPPLY CHAIN WORKING GROUP						
18.	Transport Matters	i) Provide guidelines for Service Level Agreements with airlines	Q4 2022			
		ii) Achieve affordable mail conveyance rates	Q4 2023			
		iii) Exchange of Electronic Advance Data (CARDIT, RESDIT) with airlines and maintenance of up-to-date EAD Compendium	Q1 2023			
		iv) Efficient intra-Africa mail conveyance	Q4 2023			
		v) Constitute National Contact Committees with transport stakeholders (Airlines, Aviation, Handling Agents etc.)	Q2 2023			
		vi) Consolidate reports on participation and feedback from PAPU /AFRAA Taskforce	Bi-annually			
		vii) Transport information feedback from Members (Questionnaire)	Q4 2024			
19.	Customs Matters	i) Share with DOs the streamlined international mail processing procedures for Customs	Q4 2022			
		ii) Member DOs to exchange Electronic Advance Data with partner DOs and Customs for items containing goods - ITMATT	Q4 2022			
		iii) Maintain an updated Customs Compendium by Member States	Q1 2023			
		iv) Members' participation in Regional/Global Meetings on the subject area	Q2 2025			

		v) Customs information feedback from Members (Questionnaire)	Q1 2025			
20.	Security Matters	i) Members to comply with the UPU Security Standards (S58, S59)	Q4 2024			
		ii) Prevent acceptance of Prohibited items and Dangerous goods into the Postal System - illicit trade	Q4 2023			
		iii) High Cyber Security awareness by Members	Q2 2023			
		iv) Member participation in Regional/Global Meetings on Security matters	Q3 2023			
		v) Security information feedback from Members (Questionnaire)	Q1 2023			
21.	Quality of Service for Mail	i) Implementation of GMS by DOs: • End-to-end module • Inbound module	Q1 2024			
		ii) Meeting Quality of Service Standards by Members: • Letter Post standards • Parcel Post targets under the Inward Land Rates (ILR) bonus system • EMS standards	Q4 2024			
		iii) Member Participation in Quality-of-Service link to terminal dues	Q1 2023			
		iv) Participation in Quality-of-Service Certification of Members	Q4 2024			
22.	E-commerce	i) Participation in ORE 3 Project	Q4 2022			
		ii) Guarantee Logistics and warehousing	Q3 2024			
		iii) Export promotion	Q4 2024			

WIP* - Work in Progress

ANNEX 2

OPERATIONS AND TECHNOLOGY COMMITTEE ACTION PLAN JUNE 2025-MARCH 2026

S/N	SUBJECT MATTER	MILESTONE	PERIOD	RESPONSIBLE
REMUNERATION WORKING GROUP				
1.	28 th UPU Congress	i) Analyze Remuneration Proposals to be submitted to Congress.	Aug 2025	Remuneration Working Group

		ii) Prepare Africa Position Paper on Remuneration Matters	Aug 2025	Remuneration Working Group
		iii) Attend Congress and defend the African position	Sept 2025	Remuneration Working Group
DIGITALIZATION AND INNOVATION				
2.	Capacity Building	Organize Financial Services Workshop (online) in collaboration with VISA	July 2025	Digitalization and Innovation Working Group
3.	Digitalization of Postal Services	Organize Donors' Conference on the Improvement of the Digitalization of Postal Services in Africa in collaboration with AU.	Aug 2025	Digitalization and Innovation Working Group
PROMOTION OF PHILATELY WORKING GROUP				
4.	Capacity Building	Organize an online workshop on Crypto stamps in collaboration with Cipher.me	Nov 2025	Promotion of Philately Working Group
5.	Digitalization of Stamps	Coordinate the issuance of the African Joint Crypto Stamp	March 2026	Promotion of Philately Working Group
SUPPLY CHAIN WORKING GROUP				
6.	Transport Matters	i) Organize Transport Workshop in collaboration with UPU	Aug 2025	Supply Chain Working Group
		ii) Participate in Africa Transport Think Tank Activities	On-going	TTT Members
7.	Security Matters	i) Organize PAPU Security Action Group Workshop	Aug 2025	PAPU Action Group
		ii) Prepare Members for Certification in compliance with UPU Security Standards (S58, S59)	On-going	PAPU Action Group
8.	E-commerce	i) Participation in ORE 3 Project	On-going	Supply Chain Working Group
		ii) Participation in ORE 3 Final Workshop	Oct 2025	Supply Chain Working Group
9.	PAPU Strategy	African Postal Strategy (2026-2030) Final Contributions	Nov/Dec 2025	Operations and Technology Committee

Annex 3

Operations and Technology Committee (OTC) Draft Resolution

Original: English

Draft Resolution No. ... /PAPU/AC/XLIII/2025

Operations and Technology Matters

The Administrative Council of the Pan African Postal Union (PAPU), during its 43rd Ordinary Session in Arusha, Tanzania, from 24th to 25th June 2025;

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

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

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

Noting that the 42nd Administrative Council approved the creation of the PAPU Security Action Group;

Further noting that the Operations and Technology Committee held its meeting from 18th and 20th June 2025 to deliberate on specific issues relating to Operations and Technology emanating from the four Working Groups, a Task Force, and the Security Action Group;

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

Do hereby adopt the Operations and Technology Committee Report.

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

Adopts the recommendations contained in the Report on the following:

a. On Remuneration:

- ii. The General Secretariat should **identify and constitute a team of** Remuneration Experts to follow up on UPU Remuneration Work during the next cycle.
- iii. Member States are encouraged to support the Integrated Remuneration System Proposal that the POC will submit during the 28th UPU Congress.
- iv. Member States are encouraged to support the Cuba proposal in line with the integrated Remuneration Plan (IRP) guiding principles to improve effectiveness and inclusivity and maximize its benefits for all UPU members in similar circumstances without discrimination.
- v. Designated Operators should consider using alternative, less costly quality service monitoring tools instead of GMS.
- vi. Designated Operators should focus their investment efforts on monitoring the quality-of-service projects for items containing goods, since e-commerce is the future of the post.

a. On Digitalization and Innovation:

- i. Designated Operators should benchmark on Model Digital Post Offices being implemented by some DOs and ensure implementation, where appropriate.
- ii. The Union should benchmark and develop a Digital Transformation Framework and Road Map for Posts in Africa.
- iii. Member States should use local expertise in developing software and other IT solutions to support operations.
- iv. On the Digitalization of postal services in Africa, DOs should focus on the pillars with low scores, particularly Financial and Postal Payment Services and Support Functions, which are essential and imperative for the sustainability of postal institutions.
- v. Postal and financial regulators are encouraged to develop appropriate policies and regulatory frameworks to allow for seamless transition into the postal financial services by Designated Operators;
- vi. Designated Operators are encouraged to utilize the tools recommended by the UPU, which are essential elements of the Mail Services Pillar for best practices, quality monitoring, and improvement, particularly the Quality Control System (QCS) or the Integrated Quality Reporting System (IQRS), and EMS Smart.
- vii. Designated Operators should endeavour to implement Electronic Counter Solutions (POS & ePOS), relay Points, and Smart Locks to offer innovative postal services that meet customer needs.
- viii. Designated Operators should accelerate innovations in e-commerce platforms to capture a significant market share in this trade area.
- ix. Designated Operators should strengthen investment in support functions, particularly staff training in cutting-edge technologies such as artificial intelligence, modern management, business monitoring, and decision-making tools.
- x. Designated Operators should craft comprehensive digital strategies that cover all business aspects, e.g., operations, marketing, Client Relationship Management (CRM), Information Technology, Human Resources Management, Fleet Management, Mail Logistics, and Real Estate.

b. On Philately:

- i. Designated Operators are encouraged to join the WADP Numbering System (WNS) to benefit from its membership.

- ii. Consider issuing a joint crypto stamp for African Designated Operators in collaboration with recommended partners.
- c. **On Operational Readiness for E-commerce (ORE 3) Project**
- i) ORE 3 Country Project Managers should continue implementing activities in their Country Roadmaps and Action Plans to ensure overall regional performance improvement by the project's end.
 - ii) Member States participating in the QSFLDC2402 Project on '**Capacity Building for Mail Quality Improvement in LDCs for the Africa, Arab, and Caribbean Regions**' should ensure that their staff actively participate in the workshops to derive maximum benefit from the project.
- d. **On Security matters**
- i. Designated Operators should comply with the S58 and S59 Security Standards and obtain certification.
 - ii. Regular updating of the List of Prohibited Items and Dangerous Goods is encouraged to ensure customers and partner Designated Operators can access up-to-date information.
 - iii. Designated Operators are encouraged to utilize Quality of Service Fund Resources for Security Projects, to boost the number of PAPU Member States attaining Security Certification in compliance with UPU S58 and S59 standards.
- e. **On Transport Activities**
- i. Designated Operators should constitute National Contact Committees with Transport Stakeholders to enhance collaboration, comply with regulations, and ensure smooth and efficient mail transportation.
 - ii. Member States are encouraged to strengthen collaboration with African airlines to ensure enhanced intra-Africa trade through the post and achieve efficient mail movement.
 - iii. The PAPU General Secretariat should continue collaborating with AFRAA to maintain good relations and cooperation between Designated Operators and Airlines.
 - iv. Designated Operators are encouraged to craft fallback contingency plans that bypass the EU by working closely with significant mail carriers in Africa and other regions.
- f. **On Customs Matters**
- i. Designated Operators should exchange electronic data (CUSITM/CUSRSP) with Customs Authorities to speed up the customs clearance process.

- ii. Designated Operators should sign Memoranda of Understanding with the National Customs Authorities to enhance post-customs relations and ensure the smooth flow of postal items.
- iii. Establishment of National Post/Customs Contact Committees is encouraged to enhance collaboration and promote dialogue between the two (2) parties, improve compliance with regulations, and ensure a smooth and efficient clearance of postal items.

g. On Quality of Service

- i. Designated Operators should offer tracked delivery service and earn additional revenue by only providing EMD scans during the first year.
- ii. Designated Operators should ensure compliance with the S42 Addressing Standard and attain certification to facilitate the smooth exchange and delivery of postal items.

Call upon Member States to implement the above recommendations;

Instructs the General Secretariat to coordinate the implementation of the Committee's activities and update the Administrative Council.

Done in Arusha, Tanzania, on 25th June, 2025