



PAPU/AC/XLIII/ 2025-Doc. No. 05
Original English

**REPORT ON THE ACTIVITIES OF
THE PAN-AFRICAN POSTAL UNION GENERAL SECRETARIAT
2024/2025**

PRESENTED TO

**THE 43RD ORDINARY SESSION OF THE PAPU ADMINISTRATIVE COUNCIL
HELD ON 24-25 JUNE, 2025,
AT ARUSHA, TANZANIA**

REPORT ON THE ACTIVITIES OF THE PAN AFRICAN POSTAL UNION GENERAL SECRETARIAT FOR THE PERIOD 2024/2025

1.0 PREAMBLE

1.1 Pursuant to Article 9, paragraph 17 of the PAPU Acts of the Union, the Secretary General is required to present to the Administrative Council (AC) an annual report on the activities of the General Secretariat between the two (2) Council Sessions. This Report will cover the activities undertaken during the period 2024/2025.

1.2 The activities of the General Secretariat in the past year were executed in pursuit of the PAPU Strategic Plan 2021-2026 and in fulfillment of Article 9 of the Convention of the Union that outlines the objectives of the Union as being to:

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

2.0 STRATEGIC ISSUES

2.1 Papu Tower Investment

2.1.1 The PAPU Tower Project continues to shape the activities of the Union in a big way as it provides befitting office accommodation and convivial working environment for the General Secretariat on the 13th, 14th, and 15th Floors whilst providing office accommodation to the Union's Joint Venture Partner Tanzania Communications Regulatory Authority on 11th and 12th Floors.

2.1.2 **The PAPU General Secretariat** used financial resources mobilized from a Donor to furnish and modernize its offices;

- 16 offices for the ASG, the three HODs, Bilingual Secretary and Officers received Executive Desks & chairs and visitors' chairs.
- The 2 X 4-drawer lockable steel cabinets and one wooden cabinet for Bilingual Secretary.
- The 13th floor and 14th floor reception areas got executive reception desks, visitors' benches and tables
- 7 laptops and 14 desktops were procured for the HODs and Officers

2.1.3 **Challenges** remain for the protection of the building from the river that is extending its channel due to erosion.

2.2 PAPU Membership Drive

2.2.1 During the period under review General Secretariat reached out to non-PAPU African Union Member States for their consideration to join PAPU.

- ❖ Communication letters were sent to Cape Verde, Mauritius, Djibouti, Rwanda, South Sudan, Mauritania, Seychelles,
- ❖ Mauritania, Guinea Bissau and Sao Tome and Principe wrote requesting for documentation that would guide them in the ratification process. They were furnished with these and they are yet to come back with their feedback.

2.2.2 The Secretary General held several meetings with the authorities in Rwanda on the sidelines of the 2nd African Aviation Safety & Operations Summit 13-14 May 2025, Kigali during which he held a number of discussions on the possibility of that country to accede to PAPU Acts. He also shared with the authorities a document which outlines shared benefits of acceding to the convention of the Pan African Postal Union (PAPU). He met the following authorities:

- ❖ Honorable Ms. Paula Ingabire, Minister of ICT and Innovation
- ❖ The Permanent Secretary of the Ministry of Foreign Affairs and International Cooperation.

- ❖ Representative of the Rwanda Utilities Regulatory Authority
- ❖ The Director General of the Rwanda National Post Office

2.2.3 The Rwandese Authorities indicated their willingness to join the Pan African Postal Union.

2.2.4 At the SADC Ministers Meeting in February 2025 held in Harare, Zimbabwe, the Secretary General presented the case on SADC Member States that are not Members of PAPU. The Ministers' Meeting passed a resolution to encourage its members Mauritius and Seychelles to join PAPU.

2.3 Non-Payment Of Mandatory Contributions

2.3.1 The Union continues to suffer financial prejudice due to non-payment of mandatory contributions by some Member States. This has an effect of slowing down the approved Union activities as these cannot be funded either on time or are abandoned completely. This situation casts serious doubt on the ability of the Union to continue as a going concern if not addressed with all the seriousness it deserves.

2.3.2 Several engagements and follow-ups were made with the defaulting members and only Gabon responded by paying their current contribution (2025-2026) after having been in arrears for 10 years. The Amortization Plan for the remainder of the arrears is yet to be concluded.

2.4 Risks And Mitigation Measures

The PAPU General Secretariat undertakes several initiatives, to ensure that Members adopt suitable mechanisms for dealing with various natural disasters, among others, throughout the risk management lifecycle, that is, risk prevention, mitigation, preparedness, response, and recovery.

2.4.1 During the year under review, four (4) natural disasters occurred in Africa. These were Tropical Cyclones: Chido (December 2024), Dikeledi (December 2024 -January 2025), Jude (March 2025), and floods (April 2025).

- 2.4.2 The General Secretariat followed up on these events and commiserated with the affected countries where fortunately, the postal infrastructure and personnel were not directly affected in all the occurrences.
- 2.4.3 The General Secretariat received a report in March 2025 with great desolation from the Director General of the Post in DRC that there were postal service disruptions in Eastern Provinces of Democratic Republic of the Congo, especially in the Kivu, South Kivu and Ituri provinces which was caused by the armed conflict in those areas. This resulted in unprecedented mail delays and temporary suspension of postal operations, both at the domestic and the international fronts in the affected region. To this end, the General Secretariat expressed sympathy with them and offered moral support to all the Congolese people, in particular to postal employees who were affected by this crisis.
- 2.4.4 PAPU General Secretariat also circulated the information to Member States to raise awareness of the disruptions experienced in the postal supply chain by appealing to Member States to render support to the postal authorities of DRC during this difficult period by, among other things, prioritizing items transiting the DRC until the situation stabilizes so that the impact could be minimized and ultimately normalized.

3.0 FINANCIAL MANAGEMENT

3.1 Financial Performance

The overall financial performance for the Union for the 2024/2025 financial year ending on 31st May 2025 indicates an interim operating deficit amounting to United States Dollars twenty-four thousand, four hundred and thirty eight (**USD 24,438**). The interim deficit contrasts with the United States Dollars two hundred and seventy-nine thousand, eight hundred and eighty-nine (USD 279,889) surplus achieved in 2023/2024 financial year. This deficit is due to depreciation increase due to new furniture procured amounting to USD30, 859.

3.2 Revenue Sources for the Union.

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

- i) Mandatory contributions made by Member States in accordance with the scale of assessment established by the Conference
- ii) Mandatory contributions of Associate Members

- iii) Voluntary contributions from Member States and Associate Members
- iv) Donations from non-Member States and organizations
- v) Revenue derived from products and activities implemented by the Union
- vi) Income generated from investments approved by the Council
- vii) Penalties/fines levied for breach of the Convention
- viii) Sundry income

3.3 Union Contributions Received

- 3.3.1** There are 22 out of 45 (2024: 21) Member States that paid their mandatory contributions amounting to USD 715,591 (51%%) out of the expected invoiced amount of USD 1,390,690.77 which is the budgeted income from Member States for 2024/2025 financial year. Twenty-one (21) Member States paid USD 722,026.42 (52%) in the preceding year. The Union relied heavily on recovery of arrears, amortization arrears and surcharge for late payment totaling USD 538,715 which brings the total income from Member States achieved to 76% of the expected total contributions from Member States.
- 3.3.2** During the period 2024-2025, Twelve (12) Member States paid arrears of contributions for previous years amounting to United States Dollars four hundred and fifty-four thousand, three hundred and thirteen, (USD 454,313) compared to USD 412,136.37 by ten Members States in 2023/2024 financial year.
- 3.3.3** The Associate Member, United States Postal Service paid her annual mandatory Contribution as the most active Associate Member. Associate Members – GovNet of Uganda and AsaaseGPS of Ghana did not pay annual mandatory contribution for the past six and two consecutive years respectively and have not advanced any reason for their noncompliance with the Convention of PAPU. The delay in the suspension of AsaaseGPS was due to a request for intervention by Ghana which was recommended by the Finance and Administration Committee to the 42nd Ordinary Administrative Council. However, in a letter dated 13th June 2025, Ghana communicated that all frantic efforts of the Ministry of Communication, Digital Technology and Innovations to engage AsaaseGPS have not been successful. Non-payment of mandatory contribution is in violation of Article 21 of the Detailed Regulations of the Convention. The matter was re-visited by the Recovery of Mandatory Contribution Working Group and the outcome of their deliberations and recommendation submitted through by the Finance and Administration Committee to the Council.
- 3.3.4** General Secretariat is still encouraging the Member States to scout for and recommend Corporate Entities that are stakeholders in the postal sector to join as Associate Members of PAPU. This will afford

them the opportunity to participate in Union activities and also to collaborate and harmonize views with our 45 Member strong continental organization on key thematic issues affecting the global postal sector.

- 3.3.5** The total mandatory contributions received during the 2024/2025 financial year amounts to one million, two hundred and seventy-four thousand, three hundred and six (USD 1,274,306). This amount is equivalent to 76% of the USD 1,675,812.00 budgeted mandatory contributions for the 2024/2025 financial year (2023/2024 : USD 1,209,922.90, 78% of USD 1,543,672.00).
- 3.3.6** Revenue from other sources of income such as donations/grants, investment income, penalties/fines levied for breach of the Convention, revenue from products and services as well as sundry income amounted to USD 66,880. These sources generated 62% of the expected USD 108,630.
- 3.3.7** The total equity cash contribution received so far as mandatory equity cash contribution to the PAPU Tower is USD 591,380 (2023/2024: 449,999.93). The outstanding arrears to date amount to USD 218,620.00.
- 3.3.8** The total income received in 2024/2025 financial year is USD 1,297,807 or 70% of the USD 1,857,742 (2023/2024 **USD 1,525,789.25 or 79% of the USD 1,942,623.00) budgeted for the year.**

3.4 Union Expenditure

- 3.4.1** Article 16 of the Convention stipulates that the expenditure of the Union shall be made up of expenses relating to the following:
- i) Sessions of the Conference, the Council, and meetings of the Administrative and Technical Committees;
 - ii) Running of the General Secretariat;
 - iii) Implementation of the Programme of Activities of the Union;
 - iv) Any other activities relating to the objectives of the Union and approved by the Plenipotentiary Conference and/or the Administrative Council.
- 3.4.2** **The total unaudited expenditure for the 2024/2025 financial year amounts to United States Dollars one million, four hundred and forty thousand, eight hundred and thirty-nine only (USD 1,440,839) representing 83% of the United States Dollars one million, seven hundred and twenty-eight thousand, three hundred and thirty only (USD 1,728,330), appropriated for the**

same period of the year. The expenditure has been kept at this level due to non-receipt of the remaining budgeted funds and some other pre-planned physical programmes that were held online due to non-availability of funds.

4.0 OPERATIONS AND TECHNOLOGY

4.1 REMUNERATION ACTIVITIES

4.1.1 Remuneration Round Tables

The UPU collaborated with the PAPU General Secretariat and other Restricted Unions to organize Regional Remuneration Round Tables as follows:

- i. Arab Region Remuneration Round Table - 9th to 10th September 2024, in Cairo, Egypt.
- ii. Africa Region Round Table on Remuneration - 28th to 29th November 2024, PAPU Tower, Arusha, Tanzania.

The outcomes of the Regional Remuneration Round Tables were consolidated and presented during the World Round Table held on 14th February 2025 in Berne, Switzerland. These outcomes form the basis for the final proposals to be submitted to the 28th UPU Congress in Dubai, UAE.

4.1.2 Remuneration Workshop

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

PAPU Member States participating physically in the Workshop were Algeria, Egypt, Libya, Morocco, Somalia, Sudan and Tunisia. The General Secretariat and other Member States namely, Kenya, Nigeria, South Africa, Zambia, and Zimbabwe attended virtually.

The Workshop focused on practical steps and tasks on International Mail accounting using the International Postal System (IPS) while following UPU regulations, covering the topics indicated below which are important for the postal sector:

- Letter Post Accounting: terminal dues calculations, accounting process;
- Parcel Post accounting: Inward Land Rates, accounting process;
- Special cases: closed transit/missent bags, open transit/missent items, international business reply service, airline invoicing, etc.
- Settlement.
- Quality of Service Fund.
- UPU Clearing System.

4.1.3 Global Monitoring System Participation Questionnaire

4.1.3.1 The General Secretariat circulated a Questionnaire on the Global Monitoring System (GMS) Participation in Africa in pursuit of the implementation of the PAPU Programme of Activities for the period 2022-2025. Since the PAPU 4-Year and the UPU Congress Cycles are coming to an end, this is the opportune time to reflect on what has been achieved to draw appropriate programmes and plans for the forthcoming period.

4.1.3.2 The Global Monitoring System (GMS) is a quality-of-service measurement system for the letter post service managed by the UPU International Bureau. Its primary objective is to provide Designated Operators with accurate, high-quality operational results that can be used to make informed decisions on operational matters and quality improvement. The results can also be used to determine terminal dues performance bonus remuneration for the Quality-of-Service Link to Terminal Dues System.

4.1.3.3 The Questionnaire's main objective was to elicit and collate information on GMS participation by Designated Operators with a view to ascertaining from the analyses, the status and possible interventions required if necessary. The major findings were that the most PAPU members states are not members of GMS, either because they never joined or because they withdrew due to price issues or lack of value derivation.

4.1.3.4 The General Secretariat prepared a report on the analysis of the responses received from thirty-two (32) Designated Operators representing 71% of PAPU Member States. In light of declining letter post

business and the opportunities being presented by e-commerce items that are on the increase, it was then recommended that DOs to consider the use of alternative, less pricy quality of service monitoring tools in place of GMS. This would enable DOs to focus their investment efforts on monitoring quality of service or projects for e-commerce items containing goods since the future of the post lies in the full exploitation of the e-commerce business

4.2 DIGITALIZATION AND INNOVATION

4.2.1 Digital Financial Services Workshop

4.2.1.1 The General Secretariat successfully organized a Workshop on Digital Financial Services from 11th to 13th December 2024 at the PAPU Tower in Arusha, Tanzania, under the theme “Fostering Financial Inclusion through Digital Solutions.” The Workshop's main objective was to share knowledge, skills, and experiences, tap into best practices, and appreciate the state-of-the-art tools needed to deliver and manage digital financial services

4.2.1.2 The Workshop was attended by fifty-seven (57) participants from PAPU Member States. Facilitators were financial services experts from various partners including UPU, VISA, PAYTOTA, Amarante **Consulting Group, and Bank of Tanzania. Designated Operators and Regulatory Authorities shared their experiences.**

4.2.2 Status on Digitalization of Postal Services in Africa

4.2.2.1 ***In accordance with the PAPU Action Plan for the Period 2022-2025, a Questionnaire was administered and circulated to Member States' Designated Operators at different intervals up to January 2025, in order to assess the level of digitalization of postal services in Africa.***

4.2.2.2 ***The objective of the questionnaire was to elicit and collect information on the Digitalization of Postal Services in Africa with a view to establish the status of***

technology infusion in the postal sector of PAPU Member States and using the information obtained as a baseline for interventions.

4.2.2.3 There were forty-two (42) countries that responded rendering an impressive 93% response rate. The Questionnaire focused on the five (5) key pillars indicated below that obtained the scores shown:

- i. Mail services: 82%
- ii. Supply chain integration: 48%
- iii. Development infrastructure and mobile applications: 34%
- iv. Postal financial and payment services: 22%
- v. Support functions: 21%.

4.2.2.4 The PAPU General Secretariat first circulated the Questionnaire to Member States on 4th May 2023. The questionnaire was re-circulated on 29th January 2024 for Member States that had not responded in 2023 to do so, while those that had responded were supposed to provide an update, where necessary. More responses were received after recirculating the Questionnaire on 25th January 2025.

4.2.2.5 The responses to the questionnaire have been consolidated and analyzed to build a database on the status of postal digitalization in Africa as well as informing the interventions to be included in the African Postal Strategy for the Cycle 2026-2030.

4.2.2.6 The General Secretariat prepared an analysis of the Questionnaire which was considered and annexed at both the Working Group and Committee stages.

4.3 PHILATELIC ACTIVITIES

4.3.1 Under the Promotion of Philately Working Group, the main activity undertaken in the implementation of the PAPU Action Plan 2024-2025 was the organization of the 3rd African Philately Conference. The 3rd African Philately Conference was held virtually from 5th to 6th March 2025. The Conference, which was held under the theme, “Digital Stamps: Offering a New Dimension in Philately”, was aimed at providing participants with knowledge on digital stamps and an opportunity to exchange experiences and benchmark on best practices from industry leaders; achieve worthwhile milestones in the world of

philately, pave the way for innovative advancements in the African postal industry, and allow participants to exchange their experiences.

4.3.2 The Philately Conference was attended by over ninety (90) participants from thirty-four (34) African countries namely: Angola, Botswana, Benin, Burkina Faso, Burundi, Cameroon, Central African. The facilitators were Philatelic Experts and Partners from across the globe, including Universal Postal Union (UPU), Stampfinity, Crypto Stamps.org, Ciphers.me, West Africa Study Circle, and Engineers Software Corporation.

4.3.3 The information on the following forthcoming philatelic events to be held in the year 2025 was shared with participants:

a) UPU 20th Competition Class 2025

The 2025 edition of the UPU Philately Competition will be held from 17 to 21 September 2025 at **PHILAKOREA 2025: Seoul, Korea (Rep.)**.

b) Dove of Peace Stamp

A new initiative has been launched by the World Association for the Development of Philately (WADP) Associate Member Hammerle and Vogel to issue a joint stamp to promote peace and unity worldwide. **'Dove of Peace'** is a heartfelt project made up of cross-border philatelic organizations from different countries. It will be issued in September 2025 after the Dubai Congress. Member States are encouraged to join the initiative.

c) 80th United Nations Anniversary Stamp

The UPU has written to Member States to issue a commemorative stamp for the 80th United Nations Anniversary in October 2025. PAPU Member States are encouraged to participate in this joint initiative.

4.4 SUPPLY CHAIN ACTIVITIES

4.4.1 Africa Transport Think Tank Activities

4.4.1.1 The Africa Transport Think Tank (ATTT) held seven (7) meetings during the year 2024/25 to deliberate on international mail transportation matters, which were topped by the following: the European Union

Import Control System 2 Release 2 (ICS2 R2), the implementation of regional mail hubs, and paper-free transport.

4.4.1.2 The TTT which was created by UPU in Collaboration with the PAPU in 2023, was tasked with establishing transport hubs in Africa's sub-regions, transit mail modalities, and contingency mail routing plans. The TTT members, UPU international Bureau and the PAPU General Secretariat participate in these meetings.

4.4.2 Paper-Free Transport Training

The UPU organized online Paper-Free Transport Training Session for the Arab and African Regions on 20th November 2024. PAPU Member State Designated Operators and the General Secretariat attended the training session.

4.4.3 PAPU Security Action Group

4.4.3.1 Following the 42nd Administrative Council Resolution No. 02/PAPU/AC/XLII/2024 on the establishment of the PAPU Security Action Group (PSAG), the General Secretariat successfully coordinated, the creation of the PSAG. The mandate of the PSAG is 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).

4.4.3.2 The Group consists of ten (10) security experts from Designated Operators representing the five (5) African subregions: Algeria, Botswana, Benin, Burkina Faso, Kenya, Cameroon, Cape Verde, Malawi Morocco and Tanzania.

4.4.4 EAD, CDS/IPS Training Workshop

Designated Operators in the Africa Region participated in the training workshop for Electronic Advance Data (EAD) and Customs Declaration System/ International Postal System (CDS/IPS) organized by the UPU in

collaboration with the United States Postal Services from 9th to 11th July 2024 in New York, USA. The General Secretariat participated in the workshop virtually.

4.4.5 Operational Readiness for E-commerce (ORE 3) Project Activities

4.4.5.1 PAPU in collaboration with the UPU continued to coordinate the implementation of the Operational Readiness for E-commerce Project (ORE 3) by Designated Operators for the period 2022-2025. The UPU organized the 3rd ORE Workshop from 5th to 10th May 2024 in Gaborone, Botswana while the 4th Workshop was held from 7th to 11th April 2025 in Cotonou, Benin at which Member States and the General Secretariat participated.

4.4.5.2 Monthly Checkpoint meetings were held to assess the status of implementing National Roadmaps and Action Plans and discuss any challenges DOs encounter in implementing the Project.

4.4.6 Status of Supply Chain Questionnaire

4.4.6.1 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 with a view to ascertaining the status and assisting in filling any identified gaps, where possible.

4.4.6.2 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.

4.4.6.3 The General Secretariat prepared a report on the analysis of the responses received from thirty-six (36) Designated Operators representing 80% of PAPU Member States.

5.0 LEGAL, POLICY AND POSTAL REGULATION ACTIVITIES

During the financial year 2024-2025, the General Secretariat undertook a number of activities that can be categorized as follows:

- Legal;
- Postal regulation;
- Policy;
- Preparations for the 43rd Ordinary Session of the Administrative Council.

5.1 Legal matters

5.1.1 These include legal opinions, proposed amendments to PAPU Acts, the PAPU Staff Rules and Regulations, the Rules of Procedure of the Administrative Council, and drafting Memoranda of Understanding.

5.1.2 During the period under review, the PAPU General Secretariat handled legal matters that resulted in the issuance of fifty-one legal opinions, particularly on human resources, functioning and organization of the Union, construction of the PAPU Tower, etc. In addition to legal opinions, the General Secretariat revisited some legal instruments to improve the Union's legal framework. This exercise culminated in proposed amendments to the Acts of the Union, the PAPU Staff Rules and Regulations and the Rules of Procedure of the Administrative Council, with a view to remedying identified gaps and aligning the Union's legal arsenal with the current context.

5.1.3

5.1.4 Furthermore, the General Secretariat implemented all Resolutions, Decisions and Recommendations issued by the Administrative Council, the 6th Postal Regulators Forum and the 2nd Postal Regulators Conference. Lastly, in order to strengthen its strategic partnerships, the General Secretariat concluded MoUs with the following international organizations during FY 2024/2025: Créative Collision, Ethiopian Airlines, PuMed, UPAEP, APPU, Paytota and Kitsoft. However, other MoUs are currently being signed with the following organizations: E.Boks, India Post, AFRAA, AFRALTI and OECD.

5.2 Postal Regulation Matters

During FY 2024/2025, the PAPU General Secretariat undertook the following regulatory activities:

- i) Co-organization with CRASA of the 2nd African Postal Regulators Conference from 2nd to 3rd December 2024 in Victoria Falls (Zimbabwe), on the theme: “Emerging postal industry and regulation trends in the digital age.” At the end of the proceedings, the recommendations adopted were circulated to Member States (departments responsible for postal services, regulatory authorities and postal operators) for implementation.
- ii) Organization of the 6th Postal Regulators Forum on 10th June 2024 in Arusha, United Republic of Tanzania. The theme of the event was: ***‘How are regulators effectively regulating postal financial services in an era of digital innovation?’*** This edition of the Postal Regulators Forum concluded with the adoption of recommendations that were communicated to Member States for implementation.
- iii) A Survey on Postal Regulation in Africa and feedback on responses from Member States: The information collected enabled the General Secretariat to address the shortage of information and regulatory documents. The responses to these questions form the bulk of recommended issues for consideration in the next cycle Africa Postal Strategy.

5.3 Policy Matters

During the period under review, the PAPU General Secretariat adopted a procurement procedure manual, internal Rules of Procedure for the Advisory Committee and internal Rules of Procedure for the Tender Committee. However, the following administrative procedures are currently being finalized:

- i) Procedure for the maintenance and/or servicing of PAPU official vehicles;
- ii) Procedure for managing official missions;
- iii) Procedure for managing contracts;
- iv) Procedure for requesting legal opinions.

These are governance and administrative enhancements that will further strengthen transparency, accountability, and responsiveness to situations as they arise.

6.0 KEY PROJECTS.

6.1 PAPU Tower Project

- 6.1.1 The PAPU Tower is completed and functional as offices for the Joint Venture Partners, tenants and serving as venue of both local and international meetings/conferences and workshops. The 42nd and

43rd Ordinary Sessions were hosted in the iconic facilities of the building. The tower has also hosted PAPU and UPU workshops at the 15th floor.

6.1.2 PAPU partner, TCRA, has also completed partitioning and furnishing the 4th floor of the building to create 6 additional break out meeting rooms, Press room, a baby lactation cum First Aid Room and a Secretarial room. These facilities which cost more than half a million United States Dollars were procured and donated by TCRA to whom the Union is eternally grateful to.

6.1.3 The PAPU Tower provides space on a rental basis to other tenants. The General Secretariat continues to pursue all avenues of opportunities that the PAPU Tower presents for the Union through the Property Manager and in the framework of the Joint Venture Agreement. The tenancy occupancy rate increased to 63% as at June 2025 up from 27% in June 2024.

6.1.4 Security for the building was enhanced:

- two goods security scanners and two body scanners were installed at the ground floor entrance reception area
- Two turnstiles were installed for exit traffic from the ground floor lifts
- Two gates were installed at the front entry and exit points
- One gate was installed at the back access road
- Electronic booms were installed for the entry and exit points at the basement
- Negotiations for with the Tanzanian Police for stationing at each of the PAPU floors are at an advanced stage

6.1.5 The Conference facilities were boosted through completion and furnishing of 2 meeting rooms on the 4th floor eastern wing (First used during the PAPU Technical and Administrative Council meetings 2025)

- 4 other Conference meeting rooms on the 4th floor western wing were completed to bring the total number of meeting break-away rooms to 12.
- Press room, a baby lactation cum First Aid Room and a Secretarial room **were created**

6.2 Digitalization For the Improvement of Postal Services in Africa Project.

6.2.1 Resource Mobilization: Donors Conference

This Project will be moving to the implementation phase when its project plan will be put into action, moving from the conceptual stage to delivering tangible results. This will involve coordinating resources, managing risks,

and ensuring the project remains within scope, timeline, and budget. Clear funding mechanisms will have to be put in place, and development partners will have to be identified. To this end, PAPU and the AUC have been discussing the holding of a resource mobilization Conference. The AUC has set aside some funds to cater for the Conference and PAPU has budgeted complimentary funding as well.

a) Objectives of the Donors' Conference

The Conference will ensure that all key postal sector stakeholders, namely, Governments, Regulatory Authorities and Designated Operators, Development Partners i.e. Technology Companies, Fintechs etc., are apprised of the recommendations implementation phase of the Project and engage potential development partners who are ready to support the African postal sector technically and financially in improving the digitalization status from where it is currently at.

b) Target Group for the Donors and Investors Conference

- i) Government agencies;
- ii) Postmasters General/CEOs of Designated Postal Operators;
- iii) Directors General of Regulatory bodies;
- iv) Development partners
- v) Sub-regional Postal bodies;
- vi) Regional Economic Communities;
- vii) Technical partners, e.g., Fintechs, etc.
- viii) Other Postal and courier service providers;

c) Facilitation

Subject to confirmation, the Conference will be facilitated by experts from the following institutions

- a) African Union Commission (AUC);
- b) Regional Economic Commissions (RECs);
- c) Pan African Postal Union;
- d) Universal Postal Union (UPU)

A Concept Note for the Conference containing all the relevant information above has been finalized.

7.0 DEVELOPMENT COOPERATION AND STAKEHOLDER ENGAGEMENT

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

7.1 COLLABORATION WITH UNIVERSAL POSTAL UNION (UPU)

7.1.1 Coordination Meetings with the Restricted Unions for CA Sessions

In line with the UPU's Development and Cooperation Policy for 2022–2025, as approved by the 27th UPU Congress, PAPU participated in the Coordination meetings for CA S6 and S7 organized by the IB. The objective of the meetings was to strengthen coordination between the UPU and Restricted Unions by promoting a shared vision that allows the latter to play a more active role in influencing the development of the postal sector in all regions. They also focus on the level of implementation of the global development and cooperation strategy for 2022-2025, planned activities and preparations for the 28th UPU Ordinary Congress to be held in September 2025 in Dubai, the United Arab Emirates.

7.1.2 Webinar on “Postal Networks as Facilitators of MSME Payments Digitalization”

PAPU participated in a Webinar on ***“Postal Networks as Facilitators of MSME Payments Digitalization”***: **Role and importance of MSMEs**” which was organized by the UPU on 2nd December 2024. The overall objective being to expand Posts’ role as key enablers of community and economic resilience.

During the webinar strategic it was observed that priority should be placed on promoting financial inclusion, offering accessible and affordable services; focusing on digital transformation; extending market access for MSMEs; building capacity and developing skills; improving existing infrastructure; measuring the real impact of different partnership models and regulatory frameworks; and designing AI-based regulation.

7.1.3 Workshop on Development of “.post” activities

In preparation for the S7 session, the UPU organised a workshop on ***‘Building a secure and reliable digital space - How “.post”-backed services strengthen cyber resilience’***. The Workshop was encapsulated into

two sub themes. The first sub-theme was “***Creating a secure and reliable environment for the postal sector via .post.***” The second sub-theme: “***The future of .post, particularly with regard to new horizons and new opportunities***”.

The proposed changes for the future of **.post**, which will be presented during the upcoming Congress in Dubai, are as follows:

- i) Development of stand-alone products: Convert **.post** into a stand-alone product operating independently while complying with the **Internet Corporation for Assigned Names and Numbers (ICANN)** Registry Agreement;
- ii) Cybersecurity priority: Transition the GPP from a cybersecurity-focused entity to better meet the growing demand for cybersecurity solutions in the postal sector;

7.1.4 The UPU Disaster Risk Management Workshop for African Countries

PAPU, in collaboration with the UPU, organized a Disaster Risk Management Workshop for African Countries, from 25th to 27th November 2024 at the PAPU Tower in Arusha, United Republic of Tanzania.

The objectives of the Workshop are as follows:

- i) Gather disaster risk management (DRM) focal points from the African region to raise awareness and build capacity;
- ii) Train participants on lessons learned from past disasters, focusing on those in the African region;
- iii) Raise participants’ awareness of the need to develop a Business Continuity Plan (BCP) following the UPU's proposed models;
- iv) Brief participants on man-made disasters;
- v) Provide detailed information on disaster-related losses and stress the need for active involvement in disaster management;
- vi) Facilitate experience sharing on the types of early warning systems available in each participating country;
- vii) Discuss the need to involve all stakeholders (multi-stakeholder participation) in prevention, preparedness, response, recovery/resumption, and mitigation actions.

7.1.5 TrainPost

In collaboration with UPU, PAPU organized the TrainPost Tutors Workshop from 21st to 25th October 2024 for both Anglophone and Francophone at the ICT Capacity Building Centre. The Workshop focused on the TrainPost methodology and distance-learning technologies provided via the new platform (www.upu-trainpost.com), specifically on the tutor space, to assist online learners from initial registration to final course completion. The Workshop was facilitated through presentations, demonstrations, and online practical work.

7.1.6 Remuneration Round Table

The Universal Postal Union (UPU), in collaboration with its Restricted Unions, organized a Regional Remuneration Round Table, which was held from 28th to 29th November 2024 at the PAPU ICT Capacity Building Centre under the auspices of the Regional Development Plan for Africa (2021-2025).

The main objectives of the Regional Remuneration Round Tables (RRTRs) were to:

- i) Inform UPU Member Countries of the draft proposals to Congress prepared by the Postal Operations Council (POC) and Council of Administration (CA);
- ii) Explain the rationale and background of these proposals and improve the understanding of the UPU members of the draft proposals, including their impact.
- iii) Discuss and exchange views on the proposals from a regional perspective;
- iv) Collect views and channel them into the discussions on the draft package proposals during the World Round Table on Remuneration (WRTR).

7.2 COLLABORATION WITH THE AFRICAN UNION COMMISSION (AUC)

The General Secretariat attended a number of meetings and workshops organized by the African Union both physical and virtual as narrated below:

7.2.1 Data collection process on AU DTS Platform

- 7.2.1.1 The PAPU General Secretariat participated in the test phase of Data collection process on AU DTS Platform on 8th October 2024 to identify any gaps and remedy them before launching the system into production. For this exercise, access codes to the platform were allocated.
- 7.2.1.2 Secondly, the operational phase was used to input postal sector data into the DTS platform under the supervision of the Head of Department. Difficulties, shortcomings and constraints were reported to the AU for the necessary technical assistance.
- 7.2.1.3 For the postal sector, the only primary data to be captured is the name of the organization, its hierarchical affiliation with respect to the AUC, and the reporting period.

7.2.2 AU webinar on the Theme: The AU's Future Continental Cybersecurity Project.

- 7.2.2.1 ***PAPU participated in the AU webinar on the theme: The AU's Future Continental Cybersecurity Project on 26th February 2025. The Webinar was organized by the AUC in partnership with LuxDev, to discuss the AU's Future Continental Cybersecurity Project. The Project's main objective is to roll out cybersecurity operations, incident detection and handling, establish and support a computer security incident response team/centre (CSIRC), and an Operations and Security Centre (OSC), and build cyber capacity for organizations, sectors and Member States.***
- 7.2.2.2 ***The initiative is also aimed at establishing a continental CSIRC and supporting, as appropriate, efforts to expand the reach of regional CSIRCs, promoting information sharing to better serve cyber-threat intelligence needs and building capacity to respond to such threats globally. Building cybersecurity capacity within the AU/AUC to enhance its resilience in cyberspace***
- 7.2.2.3 PAPU availed its focal persons, namely, the Head Operations and Technology and the Digital Transformation and Financial Inclusion Officer for the project.

7.2.3 African Union Commission High Level Meetings

The General Secretary represented the Union at High Level Meetings held at the African Union in Addis Ababa. The following are the meetings that we attended:

- i) Assembly of the African Union Thirty-Eighth Ordinary Session 15 - 16 February 2025
- ii) Forty- Ninth (49th) Ordinary Session of the Permanent Representatives' Committee (PPC)
- iii) The Assembly of The African Union For The Year 2025 And The Chairperson Of The African Union For The Year 2025

7.3 COOPERATION ACTIVITIES WITH OTHER STAKEHOLDERS

7.3.1 Collaboration with the Nelson Mandela Institute of science and Technology

Within the framework of the MOU signed between the Pan African postal Union and Nelson Mandela Institute of Science and Technology, the latter is assisting PAPU in the work to revamp the Website as detailed under the Information Technology section.

7.3.2 Hosting of Dignitaries in Meetings at PAPU General Secretariat

The General Secretariat hosted meetings to discuss various cooperation and collaboration issues with a number of dignitaries at its offices. During these courtesy calls, the PAPU SG Dr. S.C. Moyo gave an overview of PAPU's mandate, laid out key achievements during the current cycle and shared the programme for the impending transition ahead of the 2026 Plenipotentiary Conference.

- i) The Secretary General of the East African Community on 8th May 2025
- ii) The Chief Executive Officer of the East African Business Council on 29th April 2025
- iii) The Republic of Mali Honorary Consul to Tanzania;
- iv) The Executive Secretary of the African Union Advisory Board on Corruption

7.3.3 Engagements within the Host Country, United Republic of Tanzania

The General Secretariat continued engagements with the Government authorities of the Host country, the United Republic of Tanzania, via the Ministry in charge of Postal Services and the Tanzania Communications Regulatory Authority. The Secretary General and his Team at the General Secretariat held a number of consultative meetings with the Ministry on issues including the PAPU Tower Project, request for funding.

- i) The Secretary General attended the inaugural Arusha Economic Forum at the Arusha International Conference Centre on 3rd May 2025 where he made interventions informing participants about PAPU and its activities.
- ii) The PAPU Secretary General represented PAPU at the Tanzania Foreign Policy 2024 Official Launch on 19th May 2025 in Dar es Salaam. The launch was done by the President of the United Republic of Tanzania Her excellency, Dr Samia Suluhu Hassan.
- iii) The PAPU Secretary General paid a courtesy call on the Permanent Secretary in the Ministry of Foreign Affairs and East African Relations

8.0 IMPLEMENTATION STATUS UPDATE FOR DECISIONS, RESOLUTIONS AND RECOMMENDATIONS

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

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

8.1 Preparation of the 43rd Ordinary Session of the PAPU Administrative Council

The General Secretariat circulated a Notice and Invitation to Member States, Sub-Regional Postal Organizations on 1st April 2025 in line with Article 1 : Session of the PAPU Administrative Council Rules of Procedure which stipulates that the Secretary General shall, two months before the holding of the Session of the Administrative Council, notify Members, the Chairman of the Commission of the African Union as well as the observers, of the venue, the date and agendas of the plenary and Committees' sessions.

In preparation for the 43rd Ordinary Session of the Administrative Council, the General Secretariat organized fourteen online Working Group and Expert Team meetings.

8.2 PAPU Administrative and Technical Committees Meetings

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

i) Committee 1: Operations and Technology

- Digitalization and Innovation Working Group
- Remuneration Working Group
- Promotion of Philately Working Group
- Supply Chain Working Group
 - PAPU-AFRAA Contact Committee

ii) Committee 2: Finance and Administration

- Human Resources Development Working Group
- Recovery of Mandatory Contributions.

iii) Committee 3: Policy and Regulation

- Regulation Development Working Group
- Policy and Legal Harmonization Working Group
 - Legal Experts Task Team

iv) Committee 4: Strategy

- Disaster Risk Management Working Group
- Investment and Projects Working Group.
- Opening Up of The UPU to WPSPs Task Force (a proposal to reorganize it has been made)

9.0 INFORMATION TECHNOLOGY

The ICT services at the PAPU General Secretariat are under the ICT Unit, which is responsible for carrying out all ICT-related matters. The ICT Unit is currently manned by two staff members, namely; the ICT officer who coordinates the unit and oversees that it is attaining its objectives and operating smoothly. The unit also has an ICT Technician, who reports to the ICT officer.

9.1 ICT RESOURCES/ASSETS ACQUISITION

With guidance from the ICT Unit, the Secretariat purchased seven new laptops for the General Secretariat staff whose laptops were not working properly. Fourteen Desktop computers have also been purchased to augment the available computers of the General Secretariat staff, who were not able to get laptops. The Secretariat is also in the process of acquiring new servers and a firewall, which will help in building a robust network that will

enable the General Secretariat to administer their IT resources from a centralized point and therefore uphold the concept of network resource sharing. In this regard, multiple users will be able print from a single printer, rather than purchasing each user his\her own printer. The Secretariat has planned to purchase a remote desktop assistance software, that will enable the IT staff to access and interact/troubleshoot end user's computers from a different geographical location as the user who will be requesting for assistance. This will ease collaboration and service delivery from the ICT unit, as distance will no longer be a barrier for them to render their services to clients.

Below are some of the general support duties that the ICT unit is accountable for in the General Secretariat;

- i) Develops, maintains, and reviews ICT activities and operations at the General Secretariat;
- ii) Enforces standards and procedures about the application of ICT systems throughout the General Secretariat;
- iii) Implements and maintains hardware and software infrastructure systems at the Secretariat;
- iv) Coordinates and provides technical support to end-users of ICT systems solutions;
- v) Manages programming and database administration, including management of central database, websites, Internet, intranet, and webmail;
- vi) Ensures electronic security of sensitive and critical Secretariat systems;
- vii) Prepares specifications, tests, and registers all ICT equipment of the Secretariat;
- viii) Provide ICT training for the General Secretariat Staff.

10.0 COMMUNICATION AND PROTOCOL ACTIVITIES

10.1 COMMUNICATION

During the period under review the PAPU General Secretariat disseminated information, fostered communication and enhanced the visibility of PAPU's initiatives across the African continent as follows:

10.1.1 Communication On Digital And Electronic Channels

The General Secretariat implemented its communication and protocols activities through various channels such as:

- a. **E-mail**; for Circular letters and distribution of Questionnaires, vacancy announcements; Meeting Reports, appointments of new Postmaster Generals, Director Generals and announcements and appeals for hosting of PAPU meetings by Member States,

- b. **Digital and Online Media**

PAPU has social media accounts platforms namely, Twitter, Facebook, Instagram, LinkedIn and YouTube that it uses to reach out to its publics..

- c. **WhatsApp Groups.**

The General Secretariat have 10 WhatsApp groups for coordinating various Working Groups communication..

10.1.2 PAPU Magazine Relaunch

The General Secretariat has initiated an internal project to relaunch the PAPU magazine with the aim of:

- Promoting knowledge-sharing and visibility of Member State achievements;
- Fostering a sense of community and collaboration across Africa's postal family;
- Celebrating local innovations and sector leadership;
- Offering insights into policy, regulation, and reform experiences.

To this end, the General Secretariat has drawn up the terms of reference and the requisite Concept Note. The PAPU magazine in both English and French will be published three (3) times a year, i.e. every four (04) months.

The contributors to the PAPU Magazine are the General Secretariat, Member States (Ministries, Regulatory Authorities and Designated Postal Operators), partners and other interested organizations.

In addition, the editorial team will examine the content of each of the pages dedicated, among other things, to:

- i) Editorial;
- ii) Message/Speech of a flagship event during period covered;
- iii) Spotlight on Postal Leaders;
- iv) Featured Story on Member State;

- v) Postal Digitalization & Innovation;
- vi) General Secretariat Thematic Focus;
- vii) Statistics Corner;
- viii) Advertisements, Subscriptions, Trivia.

The draft layout of the PAPU magazine is currently being prepared, and the PAPU General Secretariat intends to officially launch the new-look magazine at the 11th Ordinary Session of the Plenipotentiary Conference in March 2026.

10.1.3 Revamping the PAPU Website

The Pan African Postal Union has a website, which it uses to communicate and update its membership and the public on its communications and calendar of events that are to take place in the General Secretariat. However, the website is outdated and lacks in some of the critical features that can be beneficial to the General Secretariat and therefore we have engaged other stakeholders, partners and Member States to assist in re-developing the website. The new Website will be appealing aesthetically and will incorporate more functionalities that will see it attract more users while generating reports that monitor the traffic of visitors to the website.

Following an appeal for assistance on the Project, a number of PAPU Member States have seconded their experts to work, remotely, on this Project, they include DRC, Ghana, Kenya, Tanzania, Zimbabwe. The PAPU partner Nelson Mandela Institute of Science and Technology is also part of the team. The work has already started and it is in its initial stage which is the design phase.

10.1.4 What The New Website Seeks To Achieve

The New Website seeks to achieve the following, among other things:

a) Enhance PAPU's overall visibility

- Give prominence to the Union's strategic role as the continental driver of the postal development and regional integration agenda;
- Emphasize PAPU's commitment to promoting digitalization, sustainability, and innovation in postal services;

- Ensure timely, preferably near-real-time, coverage of PAPU's participation in significant events and engagements with various high-profile personalities.

b) Enhance User Experience

- Streamline navigation for easy access to information;
- Improve responsiveness for users of mobile devices;
- Ensure universal access using a user-friendly interface for users with visual, auditory, motor, and cognitive disabilities.

c) Foster Member Engagement

- Develop member-exclusive sections with secured logins (like the UPU website);
- Provide access to a repository of resources, target-specific news and updates;
- Allow members to collaborate and share insights through discussion forums, online questionnaires, etc....;
- Use the website for various engagements with Member States, including registration for events, administration of questionnaires, etc.

d) Facilitate Communications

- Cater for various audiences by offering systematic multilingual (English-French) content;
- Connect social media accounts as their links will be embedded within the home page of the website..

10.1.5 Preliminary Work on Website

Whereas the Website redesign process is expected to be ongoing, as a starting point, the following work is expected to be carried out:

a) Enhanced User Interface

- Implement a clean, modern, and responsive design;
- Simplify navigation with intuitive menus;
- Comply with web accessibility standards (WCAG).

b) Member Portal

- Create a secure member area with unique logins;

- Offer resources, documents, and materials that are accessible to members only;
- Incorporate an elaborate and updated member directory to promote networking.

c) **Content Management**

- Streamline the content structure for easy access to information;
- Develop a content management system for efficient updates;
- Provide multilingual support (English-French) for essential content (documents and pages).

d) **News and Events**

- Enhance the news section to provide regular updates;
- Enhance the events' upcoming calendar and add registration capabilities;
- Offer email subscription options to receive updates via email quickly.

e) **Discussion Forums**

- Integrate forums for PAPU Members to discuss relevant topics;
- Monitor and moderate discussions to maintain a professional discourse;
- Foster knowledge-sharing, networking, and collaboration among members.

f) **Contact and Support**

- Incorporate a contact system with various inquiry categories;
- Add a live chat feature for real-time assistance;
- Display contact information for PAPU organs, units, and key stakeholders, which will be restricted according to membership status.

10.1.6 **Outcomes and Benefits of the Interactive Website**

Once redesigned, the website should deliver the following benefits:

- Enhanced user experience:** Thus, users should have easier access to information and services, enhancing their overall experience;
- Member engagement:** The member portal and discussion forums should foster interactions between PAPU members, especially on specific topical issues;
- Greater outreach:** The website should monitor/record the number of people who visited it and show statistics to the administrators.
- Enhanced communication:** Visitors should have more accessible and efficient means of contact and

engaging with PAPU, including access to readily available updates;

- v) **Data-driven decision-making:** Analytics will provide insights into user patterns and preferences, informing subsequent upgrades.

10.2 On Hosting of PAPU Domain at Dot Post

The General Secretariat migrated the Domain <http://www.upap-papu.africa> to <https://www.upap.post/>

10.3 Events Management

The PAPU General Secretariat organized a series of successful high-profile events at Arusha which are indicated below;

- i) Postal Business Dialogue for Operators, Regulators and Partners;
- ii) The 42nd Administrative Council of the Pan African Postal Union Meetings;
- iii) The 2nd African Regulators Conference in Victoria falls Zimbabwe;
- iv) The 3rd African Philatelic Conference (Online);
- v) The 45th PAPU Day Commemoration.

10.4 Stakeholder Engagements.

In the period under review, the PAPU General's Secretariat had engagements with both internal and external stakeholders to foster its operations.

10.4.1 Internal Stakeholders

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

- i) The Secretary General conducted Staff Debriefs and Management Meetings.
- ii) PAPU Staff participated in Birthday celebrations for all Members once quarterly grouping the birthdays for Staff born in the months falling within that quarter.
- iii) Staff updates were made as necessary through official communication channels mainly internal Memos, Group E-mail broadcasts and social media platforms namely WhatsApp groups, Facebook and Twitter.

- iv) New Staff Members were inducted, and an Oath of Secrecy administered in the presence of the other General Secretariat Team.

10.4.2 External Stakeholders

a. Engagements made Outside of the PAPU Headquarters

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

b. Engagements made Outside of the PAPU Headquarters

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

11.0 HUMAN RESOURCES MANAGEMENT

11.1 Staff Issues

The staff strength at the General Secretariat increased by one from a total of 18 to 19 staff members between 2023/2024 and 2024/2025 financial years. The increase is due to the secondment of the Information and Technology Officer from Botswana. The General Secretariat is currently working towards securing more secondments at the full cost of the sponsoring Member State in line with the decision of the 40th Administrative Council that was held in Kinshasa, Democratic Republic of Congo and amendments made thereon by subsequent Administrative Councils.

11.2 Advancement

11.2.1 Ten (10) permanent staff members were advanced to the next scale of their grade level during the 2024/2025 financial year in line with Resolution No. 01/PAPU/PC/VIII/2012 of the 8th Ordinary Plenipotentiary Conference and Rule 25 of the Staff Rules and Regulations. One (1) staff member who have reached and spent the mandatory two years at the last step of her salary grade was advanced to

the next salary grade in line with paragraphs 8 and 9 of Rule 25. All the advanced staff obtained at least 60% or more aggregate score in their performance and conduct appraisal assessment.

11.3 Separation from Service

11.3.1 Normal Retirement

Three long-serving staff are due for retirement during the 2025 calendar year. While the Head of Administration and Finance department and the Translator/Interpreter (English/French) retired in April and May 2025 respectively and were given short term appointments to, among other things, enable the statutory consultation with the Administrative Council prior to their replacement, The Head of Operations and Technology is due for normal retirement on 1st September 2025.

11.3.2 *End of Secondment*

11.3.2.1 The Security and Safety officer seconded at the full cost of Zimbabwe for an initial period voluntarily resigned for personal reasons after two months service to the Union. The Union appreciates the gesture from Zimbabwe

The secondment of the Communication and Protocol Officer at the full cost of the host country, United Republic of Tanzania ended on 31st May 2025. It will be recalled that the Communication Officer assumed duties on 1st June 2023. The Union appreciates the generous disposition of Tanzania in seconding and funding the services of the Communication and Protocol Officer for two consecutive years.

11.3.3 Succession Planning

The Succession Planning for the General Secretariat has been done within the reality of a constrained Human Resources base and limited numbers at the Union's disposal. However, the Succession Planning, over the years, has entailed proactive identification of staff, exposing them to various elements of job enlargement and job enrichment. Relevant training courses by external bodies were identified where staff members were sent to enhance their knowledge and skills. Staff members have also been encouraged to carry out private studies to augment their experience and knowledge. In line with the Union's Staff Rules and Regulations, the recruitment of competent staff from outside the General Secretariat as an option is fully supplemented by the existence of capable in-house successors whose hands-on-the job training over the years, administered together with

mentoring conducted by the outgoing Heads over a specified period does provide a good platform for a smooth transition of knowledge and expertise.

The Succession Planning was presented to and adopted by the Human Resources Working Group whose report and recommendations shall be presented by the Finance and Administration Committee.

11.4 Analysis of Staffing Position and Distribution at the General Secretariat

	Staff category	Sub-region					Language		Gender	
N°		East	Central	North	South	West	English	French	Male	Female
1	Secretary General	-	-	-	1		1	-	1	-
2	Assistant Secretary General	1	-	-	-	-	1	-	-	1
3	Heads of department	-	-	-	1	2	2	1	3	-
4	Professional category (P1-P3)	2	1	-	2	3	3	5	7	1
5	General Services A	2	-	-	-	-	2	-	1	1
6	General Services B	4	-	-	-	-	3	-	4	-
	Total	9	1	-	4	5	14	5	16	3

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

11.5 Staff Training and Capacity Building

Ten out of the total budgeted number of Staff were trained to enhance their skills, improve performance and competences. The General Secretariat will continue to seek and identify development programmes that are best suited to enhance the skills and core competencies of staff. With the furnishing and provision of other necessary facilities, the ICT Capacity Building Centre is up and running to enhance the development and strengthening of the skills of both the staff of the General Secretariat and the staff of Member States. Subject to availability of funds, more robust training programmes that will help the staff to achieve the Union objectives, manage

challenges in the workplace, establish good governance, and contribute to organizational growth more effectively, will be organized for staff during the 2025/2026 financial year. The overall objective of having a well-trained workforce translates into increased productivity and efficiency, higher quality of tasks executed, enhanced innovation, improved adaptability to change, independent performance of tasks with minimal supervision, increased job satisfaction, enhanced career opportunities, increase in skills and knowledge and a host of other advantages that results in better staff engagement and job satisfaction.

11.6 PAPU Staff Pension

11.6.1 *The PAPU staff pension fund is being managed by the Board of Trustees that was established after the adoption of the PAPU Staff Pension Fund Rules by the 41st Ordinary Administrative Council. The Board of Trustees is chaired by the Secretary General.*

11.6.2 At the beginning of the of the 2024/2025 financial year (1st June 2024), the Staff Pension Fund balance was USD 732,814.64. The Fund received contributions from both the Union and the contributing staff amounting to USD 100,231.17. The total interest earned from short term investments during the year is USD 79,095.82 while the total disbursement to retiring as well as staff who have reached the minimum 55 years threshold for withdrawal of one-third of their accrued pension is USD 300,105.71.

11.6.3 As at 31st May 2025, the total balance available in the Fund is United States Dollars five hundred and twenty-six thousand, six hundred and one, USD 526,601 (2023/2024: USD 732,842).

11.6.4 The overall goal of the Board of Trustees is to manage the staff pensions fund in a more stable and consistent way that will ensure that returns to staff are reasonable. This is with a view to creating adequate capital for the individual staff so that by the time they retire from PAPU, their welfare is enhanced.

11.7 PAPU Staff Association

11.7.1 The Union continues to meet its obligation to the PAPU Staff Association. During the 2024/2025 financial year, the Union transferred USD 6,089.46 to the Association as its counterpart mandatory 1% of basic salary contribution to the Association.

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

11.7.3 The Association members remained closely knit supporting each other in different circumstances and had its regular annual get-together which gathers all staff and their family members at the end of the calendar year. They also extend the low interest loan to interested members while the Union assists with recoveries of the loan from the monthly staff salaries. In 2024/2025 financial year the Union assisted to recover USD 15,929.06 on behalf of the Association.

11.7.4 Health talks were also organized by the medical insurance service provider on a wide range of issues with a view to sensitizing staff to imbibe the culture of staying healthy than combating/battling ailments.

12.0 INTERNATIONAL CONFERENCES, MEETINGS AND WORKSHOPS

The General Secretariat organized meetings for the Union Membership at various levels in accordance with the necessity of the issues identified. As part of the co-ordination role it is mandated with, General Secretariat facilitated Preparatory and Consultative meetings for Members prior to the UPU Council Meetings that were held in October 2024 and February 2025. Other Consultative meetings were organized at the International Bureau on the sidelines of the POC and CA meetings to address emerging urgent issues.

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

13.0 LANGUAGE SERVICES

The PAPU General Secretariat's Language Unit is mainly responsible for facilitating interlingual written and oral communications among both in-house and external stakeholders using the recognized working languages of the Union.

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

- Translation of written materials, including letters, press articles, memos, presentations, minutes, speeches, etc...,
- Interpretation to facilitate communication between speakers of different languages during meetings, conferences, or other working sessions.
- Revision of draft documents and advisory services to Management to ensure that language training delivered to PAPU staff helps them to improve their proficiency or acquire a second language amongst the Union's working languages.

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

13.1 Translation

Documents or materials received for translation included working documents for meetings, inbound and outbound letters, write-ups or announcements for communication of various PAPU platforms (website, WhatsApp groups, social media, etc...), contracts, etc... These were all satisfactorily translated between the French and English languages within the allotted time frames.

The detailed breakdown of translation activities during the period under review is tabulated below.

No.	Originators	English → French		French → English		Total Word count	Total documents
		Word count	Number of documents	Word count	Number of documents		
1.	Administration and Finance	79 364	39	11 637	20	91 001	59
2.	Legal and Regulatory Affairs	33 627	34	289 637	164	323 264	198
3.	Operations and Technology	237 289	154	59 327	54	296 616	208
4.	Executive Office	64 873	89	46 287	73	111 160	162
Total		415 153	316	406 888	311	822 041	627

13.2 Interpretation

13.2.1 The General Secretariat's Language Unit delivered interpretation services for all meetings held online or in-person, including facilitating the sourcing of external interpreters for meetings organized in collaboration with external stakeholders, particularly the Universal Postal Union or other PAPU Member States. Below are some of the key meetings serviced or facilitated by the Unit:

- i) The 42nd Ordinary Session of the PAPU Administrative Council held in hybrid format in Arusha, Tanzania, from 3rd to 12th June 2024;
- ii) The UPU Strategy Development Regional Round Table for Africa held in hybrid format in Arusha, Tanzania, 13th to 14th June 2024;
- iii) The EAD and CDS/IPS Training for Africa Region Designated Operators held in-person and serviced online, from 9th to 11th July 2024;
- iv) Africa Region Coordination Meeting on UPU POC/CA Agenda for the October to November 2024 Period held online on 17th October 2024;
- v) The UPU TrainPost Workshop held in Arusha, Tanzania, from 21st to 25th October 2025;
- vi) The UPU Disaster Risk Management Workshop for African Regional Postal Organizations held in Arusha, Tanzania, from 25th to 27th November 2024;

- vii) The UPU Regional Round Table on Remuneration for African Countries held in Arusha, Tanzania, from 28th to 29th November 2024;
- viii) The African Postal Regulators Conference held in Victoria Falls, Zimbabwe from 2nd to 3rd December 2024;
- ix) The CRASA Postal Committee Meeting held in Victoria Falls, Zimbabwe from 4th to 6th December 2024;
- x) Digital financial inclusion workshop held in-person in Arusha, United Republic of Tanzania, from 11th to 13th December 2024;
- xi) Africa Region Coordination Meeting on UPU POC/CA Agenda held online on 4th February 2025;
- xii) The 3rd African Philately Conference held online from 5th to 6th March 2025;
- xiii) The 4th Operational Readiness for e-Commerce Workshop for African Designated Operators held in Cotonou, Benin, from 7th to 11th April 2025;
- xiv) The UPU Africa Postal Leaders Forum held in Nairobi, Kenya, from 22nd to 23rd April 2025;
- xv) Various meetings of Working Groups and Task Forces of the Administrative and Technical Committees in preparation for the 43rd Ordinary Session of the PAPU Administrative Council.

Overall, interpretation coverage for the aforementioned events was provided satisfactorily to facilitate interactions between the two English-speaking and French-speaking language groups. The PAPU Language Unit has continued to play a pivotal role in advancing the Union's broad mandate of inclusive continent-wide postal development by ensuring that communications as the backbone of all forms of interactions, both written or oral in the Union's two working languages, are effectively conveyed across linguistic lines.

14.0 CONCLUSION AND OUTLOOK FOR NEXT FINANCIAL YEAR – 2025-2026

The General Secretariat is optimistic on the coming period as we transition from the current cycle to the next cycle which commences in April 2026 based on the following developments:

- i) The Union's financial position has not improved despite new measures that were proffered by the Finance and Administration Committee. However, the General Secretariat shall continue to engage Member States to explain the role of the Union, proffer solutions that can be adopted

to improve services rendered to citizens and appeal for settlement of their annual mandatory contributions.

- ii) The engagement of an ICT Officer will boost the operationalization of the ICT Capacity building Center which will assist in the training and development of core competencies within postal employees in Africa.
- iii) The Working Groups of the various Administrative and Technical Committees will continue to provide guidance that will complement the functioning of the General Secretariat.
- iv) The expected increase in staff numbers, especially after the offer to pay \$600 from the Union to the secondees on secondment on full board by sponsoring countries will push the efficiency and effectiveness to higher levels for the Union.
- v) Crafting of more internal policies will assist in guiding staff further in the execution of their duties

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

**ANNEX I: IMPLEMENTATION STATUS UPDATE FOR DECISIONS, RESOLUTIONS AND RECOMMENDATIONS OF THE 42ND ORDINARY
SESSION OF THE PAPU ADMINISTRATIVE COUNCIL, JUNE 2024**

KEY



42 ND ORDINARY SESSION OF THE PAPU ADMINISTRATIVE COUNCIL, JUNE 2024 (DECISIONS, RESOLUTIONS AND RECOMMENDATIONS)				
COMMITTEES	TYPE	REFERENCES AND SUBJECT	STATUS	COMMENTS
COMMITTEE 1: “OPERATIONS AND TECHNOLOGY”	Resolution	Resolution No. 02/PAPU/AC/XLII/2024 on Operations and Technology matters:		
		On Remuneration:		
		Designated Operators in Africa should actively participate in the work of the POC, sessions, and Standing Group meetings, particularly regarding the review of the Integrated Product Plan (IPP) and the Integrated Remuneration Plan (IRP);		Africa’s views were incorporated into the Congress proposals.
		DOs should actively participate in Remuneration workshops to ensure they are up to speed with current remuneration systems and accounting procedures to safeguard their revenues.		12 DOs participated physically and online in the Remuneration Workshop held in February 2025.

				Over 70 participants attended the Remuneration Round Table held in November 2024 in Arusha.
		DOs should join the PRIME system to ensure that they earn extra revenue for their mail services.		
		As Congress approves, Designated Operators in Africa should ensure full implementation of the different services in the updated IPP.		
		On Digitalization and Innovation:		
		Integrating Artificial Intelligence (AI) into digitalization plans or future developments of the postal sector is a vital component of digital transformation.		
		PAPU Member States were urged to complete the questionnaire on the digitalization of postal services to expedite the progress of building an African database of digital postal services.		42 Responses received.
		PAPU Member States were encouraged to take advantage of this opportunity to submit their applications to the UPU to get support for the Digitalization of Financial Services (DFS);		Senegal, Burkina Faso, Tanzania, Côte d'Ivoire, etc. benefited from UPU support.
		The General Secretariat was instructed to continue engaging with project parties, namely UPU and AU, to identify potential funding partners and ensure the project's success		Consultations with AU on organizing a Donor Conference before implementation are in progress.
		PAPU Member States should consider embracing the Postal Prosperity Zone Initiative to boost business volumes, especially in e-commerce.		Morocco is implementing a pilot project.

				Botswana and Namibia are considering joining the initiative.
		The development of the Africa Integrated E-Commerce Platform should be expedited so that members can benefit from its pooled collective capacities.		
		Designated Operators were encouraged to learn from shared experiences and increase the shared success stories.		
		On Philately:		
		Establishment of an African Philatelic Federation/Association to develop Philately in Africa;		
		Encouragement of active participation in Philatelic exhibitions and programmes organized by PAPU and UPU		Algeria, Tunisia, Morocco, and Ghana participated in the UPU exhibitions.
		PAPU Members to consider issuing a joint stamp to pay homage to women's active participation in the philately business;		A Task Team was created to facilitate the issuance of the stamp.
		Designated Operators to collaborate with renowned industry partners in all spheres of the philately business, that is, but not limited to design, production, marketing, and sales;		Different partners made presentations during the 3 rd African Philately Conference.
		Partnerships should be established among and between Designated Operators in selling and promoting philatelic products.		
		PAPU Member States were encouraged to participate in Morocco's African Joint Philatelic Hub to exhibit and boost the sale of their stamps.		Eswatini and Namibia joined the African Philatelic Hub.

				Current membership stands at 18 DOs.
		PAPU Member States were encouraged to share information on illegal stamp issues to discourage malpractice.		
		On Operational Readiness for E-commerce (ORE 3)		
		DOs should use quality monitoring tools like QCS and IQRS to assess their performance and take corrective measures.		Ongoing: 89% using quality monitoring tools.
		DOs should use on-site evaluation missions to improve operational efficiency and their specific country's project implementation performance.		One on-site evaluation was organized for Angola. Evaluations were done for Botswana and Benin during the 3 rd and 4 th ORE workshops, respectively.
		Country Project Managers should continue implementing activities in their Country Roadmaps and Action Plans to improve regional performance.		Updates provided during annual workshops and monthly checkpoint meetings
		On Security Matters		
		Create the PAPU Security Action Group (SAG) to spearhead the development, coordination, facilitation, and implementation of the Africa Region security strategies in accordance with the UPU Postal Security Standards, S58 and S59.		

		Constitute the membership of PAPU SAG with UPU Security-Certified members working at Security Units and duly nominated by DOs, PMGs/DGs of Designated Operators of PAPU Member States.		10-member PAPU Security Action Group established.
		Adopt the Terms of Reference of the PAPU SAG.		

		On Quality-of-Service Performance Review		
		Designated Operators were urged to participate in GMS Link quality of service testing to participate in the quality-of-service link to terminal dues and earn extra revenue through Terminal Dues.		Ongoing: 53% participating in GMS Link
		Designated Operators were urged to participate in GMS World quality of service testing to monitor and improve quality of service for international mail.		53% participating in GMS World
		Designated Operators were urged to invest in equipment acquisition (scanners, computers) to offer tracked delivery service, which is ideal for e-commerce, as the 4 th Extraordinary Congress approved. DOs can attain additional revenue by only providing EMD scans during the first year.		
		On Key Global Supply Chain Issues		
		PAPU Member States were urged to note international developments at UPU in the Customs Group, Transport Group, and Security Group,		Key issues discussed during Supply Chain Working Group meetings.

		and take necessary compliance steps to meet standards and established targets		
--	--	---	--	--

		On PAPU/AFRAA Activities		
		PAPU Member States should support the PAPU organs that seek to address the transport challenges in Africa, namely the Transport Think Tank and the PAPU AFRAA Task Force.		
		The PAPU General Secretariat will circulate a questionnaire to establish the status of mail transportation in the Member States' designated operators.		36 responses received from Supply Chain Questionnaire
		PAPU Member States were encouraged to sign SLAs with ET on mail conveyance in line with the envisaged PAPU-ET MoU and with other airlines that exchange electronic data and meet the international requirements for the conveyance of international mail.		
COMMITTEE 2: “FINANCE AND ADMINISTRATION ”	Decision s	Decision No. 01 /PAPU/AC/XLII/2024 , specially authorizing the PAPU General Secretariat to take the necessary measures to recover the outstanding mandatory contributions from the Associate Member AsaaseGPS: <ul style="list-style-type: none"> - To exceptionally authorize the General Secretariat to re-engage the Ghanaian authorities and take all the necessary measures to 		A letter was addressed to the Minister of Ghana to intervene, followed by a reminder at the behest of the Ghana participant during the Recovery of outstanding Mandatory Contribution Working Group meeting. In the absence of any intervention, the ROMC recommended the suspension of AsaaseGPS to the 43 rd AC

		recover the outstanding mandatory contributions owed by the Associate Member, AsaaseGPS		
		Decision No. 02/PAPU/AC/XLII/2024 Amending the Conditions for Secondment of Staff to the PAPU General Secretariat		
		Sponsoring Member to maintain the provision of the total salary level earned by the staff before secondment in line with the sponsoring agency's salary structure.		
		Sponsoring Member to maintain the provision of allowances to the seconded staff before their secondment, such as housing, transport, pension, gratuity, etc., in line with the sponsoring agency's remuneration structure and adjusted subject to negotiations concluded between the sponsoring agency and the seconded employee.		
		Flexible payment of a minimum adjustment allowance of not less than USD 9,000.00 per annum to be paid monthly to cater to settlement costs in Arusha during the tenure of the staff's secondment service. The payment of this allowance can be adjusted upwards as it may be most practically suitable for the sponsoring country.		
		Provision of an air ticket to and from Tanzania during the period of secondment.		
		Decision No. 03/PAPU/AC/XLII/2024 On the Approval of the Budget of the Union for the 2024/2025 Financial Year:		
		To approve USD 1,765,795, which is the total annual budget of the Union for the 2024/2025 financial year on the prevailing scale of assessment for the 2022/2025 quadrennial cycle;		

		To instruct the Secretary General to ensure prudent and efficient implementation of all the approved programmes and activities for the year within the limits of the funds generated by the Union.		The budget was implemented within the limits of the funds received based on the prioritization of activities.
		Decision No. 04/PAPU/AC/XLII/2024 On the approval of the Accounts of the Pan African Postal Union for the 2022/2023 Financial Year		
		To approve and adopt the audited financial statements of the Union for the 2022/2023 financial year;		Adopted and approved during the 43 rd Ordinary Administrative Council
		The Secretary General is to circulate the audited accounts to all Member States and Associate Members.		Audited financial statements circulated to all Member States in July 2024
		Decision No. 05/PAPU/AC/XLII/2024 On Appointment of the External Auditor:		
		To re-appoint Ernst & Young as the External Auditor of the Union at the existing annual fee of USD 11,890.40 for auditing the 2023/2024 financial year.		
		To advertise for a new Auditor to audit the 2024/2025 financial year of the Union		
		Instruct the Secretary General to submit a list of three reputable Auditors for consideration and appoint a new Auditor for the Union.		Three (3) shortlisted Audit Firms submitted to the 43 rd AC through the Finance and Administration Committee.
		Resolution No. 03/PAPU/AC/XLII/2024 Adopting the Variations Arising from the Construction of the PAPU Headquarters Building.		

	Resolution	The Joint Management Committee of the PAPU Headquarters building project recommended that all the additional variations amounting to USD 729,140.69 be approved.		
		To revise the ceiling that the Council earlier set and authorize the Chairperson of the Administrative Council to approve the cost of the remaining works based on the recommendation of the General Secretariat after consideration by the Joint Management Committee of the PAPU Tower Project.		
COMMITTEE 3: “POLICY AND REGULATION”	Resolutions	Resolution No. 04/PAPU/AC/XLII/2024 On the submission to the 11 th Ordinary Session of the PAPU Plenipotentiary Conference of a resolution to amend the Acts of the Union:		
		The principle of submitting a draft resolution amending the Acts of the Union to the 11th Ordinary Session of the Conference as expressed herein above		A draft resolution amending the Acts of the Union will be submitted to the 11th Ordinary Session of the Conference.
		Request Member states to ratify the African Union Convention on Cybersecurity and Personal Data Protection		By a letter dated 13 th November 2024, the PAPU General Secretary has invited member states to ratify the African Union Convention on Cybersecurity and Personal Data Protection.

		Resolution No. 05/PAPU/AC/XLII/2024 On postal regulation	
		For Ministries in charge of postal services:	
		Develop an enabling regulatory framework for postal financial inclusion.	A draft letter has been submitted to the PAPU General Secretary for approval and signing.
		Position the Postal Sector in government priorities as a key player in financial inclusion.	
		Develop a strategy to promote postal financial inclusion.	
		For those yet to do so, establish institutions to promote financial inclusion.	
		In cooperation with postal sector stakeholders, establish mechanisms for preventing and dealing with cyberattacks.	
		For Postal operators:	
		Work with financial service providers to maximize added value, thereby becoming preferred partners	A draft letter has been submitted to the PAPU General Secretary for approval and signing.
		Establish incubation centers and promote staff capacity building.	
		For Regulatory authorities:	
		Enter into memoranda of understanding to work with financial services regulators, in particular central banks;	A draft letter has been submitted to PAPU GS for approval and signing.
		Establish incubation centers and promote staff capacity building.	
	Decisions	Decision No. 06/PAPU/AC/XLII/2024 Changing the Bureau Membership of the Postal Regulators Forum and the Postal CEOs Forum	This decision will be implemented during the next Postal Regulators Forum in 2025

		<p>The Bureau of the African Postal Regulators Forum shall be composed of:</p> <ul style="list-style-type: none"> - Co-Chairs: Central Africa and North Africa - Rapporteurs: West, East, and Southern Africa; - Secretary: PAPU General Secretariat. 		
	Recommendation	<p>Recommendation No. 01/PAPU/AC/XLII/2024 On the establishment of Postal Sector Regulatory Authorities:</p> <ul style="list-style-type: none"> - To recommend that Member States that have not yet done so should establish a regulatory authority for postal services 		In a letter dated 13 November 2024, the PAPU GS invited member states that had not yet established a regulatory authority for postal services.
COMMITTEE 4: “STRATEGY”	Resolutions	Resolution No. 01/PAPU/AC/XLII/2024 adopting the annual report of activities of the Secretary General for the period 2023-2024		

		Resolution No. 05/PAPU/AC/XLII/2024 On Strategy Matters		
		Strategy Review and Priorities		
		<p>The Committee should prepare and present a positional paper with key priority areas for the African region to be presented at the UPU Strategy Forum.</p>		<p>PAPU presented the priority areas during the strategy Forum during the 42nd Ordinary Session of the PAPU Administrative Council in June 2024 at the PAPU Tower, United Republic of Tanzania</p>

		Member States to localize the identified African priority areas and incorporate them into National Development Plans, Postal Policies, and Strategies;		Member States were required to implement this after the circulation of the 42 nd Administrative Council Report
		PAPU General Secretariat to establish a Monitoring and Evaluation Framework for the implementation of the Key Priority Areas		Questionnaires are administered to elicit and collate data in line with the Action plan in the Strategic Plan
		PAPU General Secretariat will formally communicate with Member States on the Key Priority areas and request support for the implementation.		

		Investments and Projects The Committee resolves:		
		The Investment and Projects Working Group should be moved to the Finance and Administration Committee to avoid duplication of roles, since similar papers were presented in both committees.		The transition is being managed by ensuring that some elements that belong to the Administration and Finance Department.
		PAPU is to define the nature of investments being undertaken clearly.		For example, PAPU Tower Project and savings excess fund into a fixed deposit Account, etc.
		PAPU and TCRA are to implement a robust marketing strategy for the building occupancy space.		PAPU and TCRA ensured that the property Manager should enhance their marketing efforts. As a result of the robust marketing, the

				occupancy rate stands at 63 %, up from 27% in the same reporting period last year.
		Disaster Risk Management (DRM)		
		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;		<p>The following Member States have accessed the Fund :</p> <ul style="list-style-type: none"> - Cameroon - Burkina Faso - Benin - Botswana - Central Afrique - Chad - Niger - Kenya - Tanzania - - Malawi
		PAPU Member States should incorporate climate change and sustainability issues into the Africa Postal Sector Risk Register and Mitigation Measures Plan.		Risk register updated and has incorporated climate change and sustainability issues

Task Force on the Opening Up of the UPU to Wider Postal Stakeholders				
		A new Working group will be established to follow up on the recommendations of the fourth Extraordinary Congress, which was held from 1 st to 5 th October 2023 in Riyadh, Saudi Arabia.		A New Working Group was not established. A Document was prepared recommending that the task Force's Work be continued in the next cycle. Only Namibia responded to the call for proposals.
		The new working group will name itself and develop new Terms of Reference to guide its work.		Terms of reference drafted by the General Secretariat

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's ICT Matters.		The IT Officer has been recruited on a secondment basis from Botswana with effect from 1 st April 2025

PAPU Communications Report				
		The General Secretariat should issue a circular to Member States requesting the technical and financial resources required to revamp the PAPU website.		The following Member States and institutions responded positively to the call for assistance to revamp the Website: Côte d'Ivoire, Ghana, Kenya, Tanzania, and Zimbabwe, and the Nelson Mandela African Institute of Science and Technology.

		The expert's ToRs for developing the website should be shared with the Member States.		
--	--	---	--	--

ANNEX II: CONFERENCES, MEETINGS AND WORKSHOPS HELD/ATTENDED DURING THE YEAR 2024/2025

S/N	NAME OF CONFERENCE /METING/ WORKSHOP	DATE	VENUE
1.	42nd Ordinary Session of Papu Administrative Council (Administrative and Technical Committee Meetings, Regulators and Operators' Fora And PAPU/UPU Strategy Forum)	03-14 June 2024	Arusha /Hybrid
2.	PUMED 18 th General Assembly.	23 rd – 27 th June 2024	Amman – Jordan
3.	29 th Annual Assemblies and Extra-Ordinary Congress of EACO	23 rd – 29 th June 2024	Nairobi - Kenya
4.	A La 1ere Reunion De L'equipe De Travail De La Zlecaf Sur Les Services De Communication.	1 st – 2 nd July 2024	Accra - Ghana
5.	Digital Financial Services Workshop	12-13 September 2024	Arusha (Tanzania)
6.	3rd Annual EACO Post & Logistics Forum	14 th – 19 th September 2024	Bujumbura – Burundi
7.	The 68 th Meeting of the AFRALTI Governing Body	07 th – 11 th October 2024	Nairobi – Kenya
8.	19 th EAC Meeting of the Sectoral Council on Transport, Communications and Meteorology (TCM)	20 th – 26 th October 2024	Mombasa – Kenya

9.	The World Postal Leaders Forum and the UPU Council of Administration (CA) And Postal Operations Council (Poc) Sessions.	20 th October – 10 th November 2024	Amsterdam – Netherland ; Berne – Switzerland
10.	The UPU Council of Administration (CA) And Postal Operations Council (POC) Sessions.	26 th October – 10 th November 2024	Berne – Switzerland
11.	African Philatelic Conference	20-21 November/2024	
12.	UPU Disaster Risk Management Workshop for African Countries	25 th To 27 th November 2024	Arusha, Tanzania
13.	2nd African Postal Regulators Conference	30 th November – 05 th December 2024	Victoria Falls – Zimbabwe
14.	The 13th Edition of the Africa Postal Forum	01 st – 07 th December 2024	Ouagadougou – Burkina Faso
15.	Papu Day 2025 Celebrations	January 18 th 2025	Arusha, Tanzania
16.	46 th Ordinary Session of the Executive Council And 38 th Ordinary Session of The Assembly of the African Union	11 th – 17 th February 2025	Addis Ababa – Ethiopia
17.	The Postal Operations Council (POC) Of the Universal Postal Union	17 th – 23 rd February 2025	Berne – Switzerland
18.	The SADC Cluster of Ministers Responsible for Transport, ICT Information and Meteorology.	23 rd February – 02 nd March 2025	Harare – Zimbabwe
19.	The 12 th Annual Conference of the SAPOA.	3 rd – 9 th March 2025	Windhoek – Namibia

20.	PAPU Working Group Meetings	11-22 Mars 2025	Virtual // Virtuel
21.	The Fourth Operational Readiness for E-Commerce Workshop to Assess the Operational Efficiency and E-Commerce Integration of Designated Operators in Africa	05 th – 13 th April 2025	Cotonou – Benin
22.	The 2nd UPU Postal Leaders Forum.	21 st – 24 th April 2025	Nairobi – Kenya
23.	The 13th Aviation Stakeholders' Convention and the 2nd African Aviation Safety & Operations Summit.	10 th – 15 th May 2025	Kigali – Rwanda
24.	Training Workshop on UPU Remuneration System	11 th – 16 th May 2025	Addis Ababa – Ethiopia

Resolution N°01/PAPU/AC/XLIII/2025

On the Adoption of the Annual Activity Report of the PAPU General Secretariat for 2024-2025

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

Mindful of Article 5 Paragraph 5 of the Detailed Regulations of the Convention of PAPU;

Having examined the General Secretariat's Activity Report presented during the 42nd Ordinary Session of the Administrative Council;

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

DECIDES:

1. To express its satisfaction with the Annual Activity Report presented by the Secretary General during the 42nd Ordinary Session of the Administrative Council;
2. To congratulate the Secretary General and the entire staff of the General Secretariat on the achieved milestones despite the challenges highlighted in the report;
3. To adopt the above-mentioned report

Done in Arusha, United Republic of Tanzania, on 25^h June, 2025