



PAPU/ATC/OTC/01/2025 - Doc No. 10

OPERATIONS AND TECHNOLOGY COMMITTEE (OTC)

18th JUNE 2025

PAPU SECURITY ACTION GROUP (PSAG) REPORT

1. Subject: PAPU Security Action Group Report	References/Paragraphs
2. Decisions expected: <ul style="list-style-type: none">• Adopt the Report;• Approve the Recommendations.	Resolution No. 02/PAPU/AC/XLII/2024

1.0 INTRODUCTION

The PAPU Security Action Group (PSAG) held their meeting virtually on 25th March 2025.

2.0 MAIN AREAS COVERED

The meeting agenda covered the following main areas:

- i) PAPU Security Action Group Genesis;
- ii) PAPU Postal Security Activities;
- iii) Proposed Strategies for implementation of Security Standards;
- iv) Draft PSAG Action Plan for 2025;
- v) 28th UPU Congress Proposals.

3.0 REPORT SUBMISSION

The detailed report is attached herewith as **Annex 1**.

4.0 RECOMMENDATIONS

The meeting made the following recommendations:

- a) Take note of the PAPU Security activities 2024/2025;
- b) Approve the Draft PSAG Strategy 2026-2030;
- c) Approve the PSAG Action Plan for the year 2025;

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

5.0 DECISION

The Report is submitted to the Operations and Technology Committee for:

- i) Adoption;
- ii) Approval of the Recommendations of the PSAG.



PAPU/ATC/OTC/01/2025 - Doc No. 10 ANNEX 1

PAPU SECURITY ACTION GROUP REPORT

1.0. INTRODUCTION

The PAPU Security Action Group (PSAG) met virtually on 25th March 2025. The PSAG was created following the 42nd Administrative Council **Resolution No. 02/PAPU/AC/XLII/2024** to develop, coordinate, facilitate, and implement the Africa Region Security Strategies in line with the UPU Postal Security Standards, S58 & S59, in collaboration with the UPU Security Group (SG). The Security strategies will be implemented within the framework of the Regional Development Plan for Africa.

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

2.0. REMARKS

2.1. Chairman's Remarks

The Chairman, Mr Kelebogile Ofentse of Botswana, called the meeting to order at 09:10 hours GMT. He welcomed all participants and thanked everyone for sparing time to attend the meeting. In his remarks, the Chairman underscored that the agenda, which was packed with essential items to kickstart the work of the PAPU Security Action Group, was timely. He looked forward to active participation by members during the meeting by saying, *'Security makes sense when we speak with one voice'*. He was confident that the work of the PSAG would strengthen the security and safety of the postal sector in Africa.

2.2. PAPU Secretary General Remarks

The PAPU Secretary General, Dr. Sifundo Chief Moyo, welcomed participants, including the PAPU Security Action Group Members. In his remarks, the Secretary General gave a background on the creation of the PAPU Security Action Group and the activities that the General Secretariat had undertaken following the approval of the creation of the PSAG by the 42nd Administrative Council in June 2024.

He acknowledged that, under the leadership of Botswana as Chair and Benin as Vice Chair, the PSAG was seized with its work following its first online meeting on 20th November 2024.

He assured the PSAG of the PAPU General Secretariat's support in facilitating the implementation of the Group's mandate and wished participants fruitful deliberations.

3.0. PAPU SECURITY ACTION GROUP BUREAU

The PSAG Bureau was confirmed as follows:

Chairperson:	Botswana;
Vice Chairperson:	Benin;
Secretariat:	PAPU General Secretariat.

3.1. Participation

3.1.1. PAPU Security Action Group Members

Eight (8) PSAG members attended the meeting: Algeria, Benin, Botswana, Burkina Faso, Cameroon, Kenya, Malawi, and Morocco.

3.1.2. Member States Present:

The meeting was attended by seventy-six (76) participants (Observers) from the following PAPU Member States: Algeria, Angola, Benin, Botswana, Burkina Faso, Cameroon, Congo Republic, Côte d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Eswatini, Gabon, Ghana, Kenya, Liberia, Madagascar, Mali, Malawi, Mozambique, Nigeria, Senegal, South Africa, Sudan, Tanzania and Tunisia.

3.1.3. PAPU General Secretariat

The PAPU Secretary General, Dr. Sifundo Chief Moyo, was in attendance leading the General Secretariat Team, while Ms. Jessica Ssengooba, the Assistant Secretary General moderated the meeting.

The detailed list of participants is attached to this Report as **Annex 2**.

4.0. ADOPTION OF THE AGENDA

The General Secretariat presented the draft agenda, which was adopted with an amendment from Benin to include the presentation of a document on: **Proposed Strategies on Implementation of Security Standards by Designated Operators**.

5.0. PAPU SECURITY ACTION GROUP GENESIS

The General Secretariat presented the PAPU Security Action Group, Genesis, under **PAPU/OTC/SCG/PSAG/01/2025 Doc No. 02**. The document covered the following main areas:

- Background on the creation of Regional Security Action Groups;
- Creation of the PAPU Security Action Group;
- Objective of the PPSAG;
- Terms of Reference of the PSAG.

The meeting noted the genesis of the PAPU Security Action Group, and the PSAG members had a recap of the group's terms of reference.

6.0. POSTAL SECURITY ACTIVITIES

The General Secretariat presented the Postal Security Activities Report under **PAPU/OTC/SCG/PSAG/01/2025 Doc No. 03**. The following main activities were implemented during the 2024/2025 financial year:

6.1. Implementation of the 42nd Ordinary Session of the PAPU Administrative Council Resolution

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

To implement the resolution, the following activities were undertaken:

- The PAPU General Secretariat made a call through a circular to the Member States for the nomination of members into the Group;
- This process was duly coordinated by Sub-Regional Postal bodies and PMGs/CEOs of Designated Operators in Africa;
- The submissions made resulted in the successful evaluation and appointment of nine (9) members into the PAPU Security Action Group from Algeria, Botswana, Benin, Burkina Faso, Kenya, Cameroon, Cape Verde, Malawi, and Morocco. Tanzania nomination is being processed making them the 10th member of the PAPU Security Action Group.
- All 5 African sub-regions are represented in the Security Action Group, which also incorporates the current Regional Postal Security Managers (RPSMs) – Malawi, Morocco, and Cape Verde - to ensure continuity and sustainability of the certification process.

6.2. Notification of the Creation of the PSAG to UPU Security Group

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

6.3. Inaugural meeting of the PASG

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

6.4. Notification of the Creation of the Group to PAPU Member States

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

6.5. Analysis of Supply Chain Questionnaire – Security

The General Secretariat circulated a questionnaire on the Status of Supply Chain Services in Africa on 5th February 2025 to elicit and collect information on supply chain activities being implemented by Member States. The questionnaire included security activities.

The analysis of Member States' responses to the Security questions was presented to the PSAG. South Africa commented on the low attendance of UPU Security Group Meetings by Member States, which could be attributed to the invitations not reaching the targeted group of security experts. The Chairman assured the meeting that the PSAG would work closely with the UPU Security Group to ensure the African Security Experts received the necessary communication to facilitate their attendance.

6.6. UPU Security Certification

The meeting was informed that the following African Designated Operators have so far been certified for compliance with the security standards: Algeria, Burkina Faso, Cape Verde, Egypt, Eswatini, Equatorial Guinea, Ghana, Kenya, Madagascar, Malawi, Morocco, Sierra Leone, and Togo.

The meeting noted that thirteen Designated Operators had been certified to comply with UPU security standards. The PSAG's goal was to certify all PAPU Member States.

Ghana requested that the PSAG address the security concern of mail violations in transit Offices of Exchange or airports. The Secretary General proposed that the PSAG tackle this matter in collaboration with the PAPU-AFRAA Task Force, which deals with international mail transportation. Joint meetings of the two groups may be organized to address such issues of common interest.

It was recommended that the DOs utilize the Quality-of-Service Fund (QSF) resources to implement security projects to ensure compliance with the S58 and S59 standards and thereafter attain certification. The Secretary General pointed out some countries whose QSF resources may be forfeited to the Common Fund if not utilized by the end of 2025. These countries should be encouraged to use these funds to implement security projects. The PSAG was implored to assist in developing QSF project proposals that members may benchmark on to facilitate the implementation of the projects.

After the discussions, the meeting noted the security activities undertaken and adopted the report.

7.0. PROPOSED STRATEGIES ON IMPLEMENTATION OF SECURITY STANDARDS BY DOs

The PSAG Vice Chairman, Benin, presented the proposed strategies for implementing security standards by Designated Operators through the PAPU Security Action Group.

The presentation covered the following main areas:

7.1. Strategy Objectives - The primary objective of this strategy is to assist DOs in complying with S58 and S59 standards to achieve postal security certification.

7.2. Methodological Approach - included the following:

- a) **Initial Diagnosis** - a diagnostic desk assessment conducted with DOs to evaluate compliance with S58 and S59 standards;
- b) **Organization of Support Missions** - Two-day field missions to assess DO preparedness and provide necessary assistance and support;
- c) **Development and Validation of Action Plans** - activities to be implemented to ensure compliance with standards before applying for certification;
- d) **Funding Arrangements** - sources for funding for the on-site missions and implementation of the Action Plan, including core sponsorship by PAPU and the concerned DO;
- e) **Monitoring and Support Until Certification** - Monitoring and supervision by the PSAG until certification.

The meeting noted the document's contents and called for enhancing the draft security strategy. Members proposed the approval of the Strategy with the following additional points to be incorporated into it:

- i. Training of Postal Security Focal Points;
- ii. Consideration of various sources of funding to implement the strategy;
- iii. Identification of security experts in all African sub-regions to assist with on-site evaluation missions;
- iv. Foster capacity building of security staff through Trainpost training modules, which are available and accessible to all Member States. The PSAG training sessions will augment and operationalize the Trainpost training.

The updated document is attached herewith as **Annex 1.1**.

The Secretary General informed the meeting that the PSAG Strategy would be incorporated into the PAPU Strategy to ensure a multi-faceted approach whereby everyone would appreciate the importance of postal security, resulting in resources being allocated towards compliance with security standards.

8.0. PAPU SECURITY ACTION GROUP (PASG) ACTION PLAN

The Chairman presented the proposed PAPU Security Action Group Action Plan for 2025, which the meeting adopted with no comments. It was indicated that comments and additions from the members were welcome before the Action Plan could be submitted to the Supply Chain Working Group for adoption.

The draft PSAG Action Plan is attached as **Annex 1.2** for approval by the Committee.

9.0. 28th UPU CONGRESS PROPOSALS

The Secretary General informed the meeting that the agenda item for the 28th UPU Congress Proposals was motivated by the quest for the General Secretariat to mobilize views on the different proposals submitted to the Dubai Congress. In this regard, the PSAG will assist in addressing any proposals relating to postal security submitted by the UPU POC or any Member State. The PSAG may also develop or coordinate postal security-related proposals submitted by African Member States within the prescribed timeframes if they identify gaps in the UPU Security Strategy.

Towards the UPU Congress, the PAPU General Secretariat will prepare a consolidated African Position Paper on all congress proposals to guide African decision-makers during the Congress.

The meeting noted that neither the UPU Postal Operations Council (POC) nor any UPU Member State has developed a Congress proposal on security matters. The PSAG should, therefore, follow up on any proposals that may be submitted before Congress.

10.0. RECOMMENDATIONS

The meeting made the following recommendations:

- a) Take note of the PAPU Security activities 2024/2025;
- b) Note the Draft PSAG Strategy;
- c) Approve the PSAG Action Plan for the year 2025;

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

11.0. DATE AND VENUE OF NEXT MEETING

The meeting was informed that the General Secretariat will communicate the date and venue of the PSAG's next meeting in consultation with the Chairman. Meanwhile, the PSAG Chairperson will table the report of this meeting to the Supply Chain Working Group, which will meet virtually on 28th March 2025.

12.0. ANY OTHER BUSINESS (AOB)

The Chairman informed the meeting of a virtual training session to be organized by the UPU Security Group in collaboration with INTERPOL and IGMET. The training will engage DOs in supporting efforts to combat the movement of illicit pharmaceuticals through the post.

The UPU International Bureau will coordinate with the PSAG Chairman to ensure scheduling and outreach, and that the right target group is reached.

13.0. CLOSING

13.1. Secretary General's Remarks

The Secretary General thanked the Chairman and Vice Chairman for expertly steering the meeting. He also thanked all participants for attending the meeting and effectively contributing to the discussions. He thanked the Assistant Secretary General and the General Secretariat Team for making the meeting successful.

13.2. Chairman's Remarks

The Chairperson thanked all members for their active participation and insightful contributions. He reiterated that security makes sense if all stakeholders work together. He implored the PSAG members to implement the strategies and ensure a safe future for the postal sector in Africa.

The Chairman declared the meeting closed at 11:34 hours GMT.



ANNEX 1

PAPU SECURITY ACTION GROUP STRATEGY & WORK PLAN (2026-2030)

14.0. INTRODUCTION & BACKGROUND

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

The security standards certification process was analyzed and evaluated in 2023 to identify gaps and areas for improvement to ensure consistency between security certification reviewers and Designated Operators (DOs) engaged in the certification process. Within the PAPU Governance structures, compliance with security standards S58 and S59 falls under the Supply Chain Working Group, and its implementation is included in the Working Group Action Plan.

The PAPU 42nd Administrative Council approved the creation of a Security Action Group under Resolution **No. 02/PAPU/AC/XLII/2024** in line with the UPU Convention Article 8 and its Regulations. The mandate of the group is to develop, coordinate, facilitate, and implement the African Region Security strategies to promote and support the implementation of the UPU Postal Security Standards, S58 & S59, by Designated Operators and achieve certification, in collaboration with the UPU Postal Security Group (PSG). The Security strategies will be implemented within the Africa Postal Strategy framework.

Implementing the security strategy at the regional level aims to proactively create a process through which regional organizations can play a leading role in ensuring secure universal service for the benefit of their respective members and customers. PAPU, therefore, created a Security Action Group for the African Region as part of its security strategy and the broader Africa Postal Strategy, in line with the recommendation of the UPU Postal Security Group.

15.0. PSAG COMPOSITION

The PAPU Security Action Group is composed of ten (10) members, with representatives from each of the five (5) African Subregions (South, West, East, North, and Central). Members were duly nominated by heads of Designated Operators, namely, Chief Executive Officers, Postmasters General, and Directors General of the PAPU Member States, and appointed for a three (3) year tenure.

The following was the eligibility criteria for nominees:

- Hold a managerial/ supervisory role in the Security Unit of their respective DO;
- Attendance of Security Workshops, certified as a Security expert/Advanced Security certification - Trainpost;
- Trained as Process Review Consultants for S58 & S59 standards;
- Be the current Regional Postal Security Manager (RPSM).

The group Chairperson and Vice Chairperson were nominated by members during the first meeting/sitting following members' appointments. The Group's operational modalities will be through the PAPU General Secretariat, which will also provide secretarial services for the PSAG.

16.0. PSAG TERMS OF REFERENCE

Based on the Terms of Reference prescribed by the UPU Postal Security Group (PSG) as a guideline, the objectives of the PAPU PSAG are to:

- Develop a strategy and annual workplan to assist Designated Operators (DOs) in Africa in the implementation of all security requirements, including the UPU security standards S58 and S59, to adhere, comply, and achieve certification;
- Assist and monitor the progress of the UPU security standards S58 & S59 requirements implementation by the DOs within the region, facilitate and conduct security certification review missions or compliance audits;
- Ensure diffusion of security-related issues in the region, which may include “mail violations,” among others. The PSAG will play a vital role in disseminating information to the DOs and collecting pertinent issues for resolution or escalation.
- Create awareness programs on postal security and safety by developing a regional training workshop schedule focusing on the elimination of dangerous goods and illicit pharmaceuticals in the postal network and targeting direct mail handlers, security personnel, clearing teams, and drivers;
- Create a platform to disseminate DOs' experience of security challenges and best practices in the region.

- Produce periodic reports on the progress made by DOs in improving the security status of their critical facilities in line with the PAPU Postal Strategy and the UPU security standards S58 and S59, and recommended improvement action plans with timelines;
- Complete, with advice from the PAPU Secretariat, a self-assessment of the work done at the end of each term to evaluate the effectiveness and impact of the PSAG.

17.0. REPORTING

The reporting lines are as follows:

- The PAPU PSAG, through its Chair, shall report to the PAPU Secretary General, with a dotted line reporting to the Supply Chain Working Group, to facilitate updates to the Administrative Council. The PSAG shall also have a dotted line of communication with the UPU PSG Secretariat to ensure coordination of activities.
- The PSAG shall report the security status for the DOs in the respective subregions to the PAPU General Secretariat, copying the UPU Security Group. The PSAG shall focus on the status of implementing the UPU postal security standards S58 and S59, the level of compliance and certified DOs, those preparing for certification, and those seeking certification renewal.

18.0. PAPU SECURITY ACTION GROUP BUREAU

The PAPU Security Action Group Bureau is composed of the following:

Chairperson:	Botswana;
Vice Chairperson:	Benin;
Secretariat:	PAPU General Secretariat.

PAPU SECURITY ACTION GROUP STRATEGY

2026-2030

1.0. OVERVIEW

Implementing security standards, including the UPU postal security standards S58 and S59, is essential in ensuring the safety of African postal operations and infrastructure. However, several Designated Operators (DOs) face challenges in applying these requirements, particularly due to a lack of technical and financial resources. A structured and progressive strategy will be implemented during the 2025/2026 financial year to effectively support members and ensure a harmonized adoption of security standards. This approach is paramount for the PAPU Security Action Group (PSAG), as it implements its terms of reference.

2.0. STRATEGIC OBJECTIVES

The primary objective of this strategy is to assist DOs in strengthening their mail security situation by implementing the security standards S58 and S59 requirements and ultimately achieving the postal security certification. To achieve this, it is essential to:





- Raise awareness among DO decision-makers about the importance of certification.
- Assess the level of DO preparedness to propose targeted actions.
- Deploy support and monitoring missions.
- Ensure the validation of action plans by the DO management.
- Set clear deadlines and objectives for each stage of the process.
- Pursue the certification of at least two (2) DOs per sub-region of Africa per year.

3.0. STRATEGIC INTENT

The target is that by the end of the financial year 2025/2026, ten (10) Designated Operators in Africa, made up of two (2) DOs from each sub-region, would have successfully implemented the postal security standards S58 & S59 requirements and achieved certification through the assistance of PAPU Security Action Group.

4.0. SWOT ANALYSIS

The table below demonstrates the strengths, weaknesses, opportunities, and threats that may influence the success and/or impede the achievement of the PSAG strategy:

STRENGTHS 	WEAKNESSES 
<ul style="list-style-type: none"> - The PSAG is composed of highly experienced and knowledgeable personnel. - Some DOs within the sub-regions have already commenced the implementation of security standards S58 & S59 requirements. - Some DOs within the sub-regions have already implemented the security standards S58 & S59 and achieved certification. - Most of the DOs have Postal Security Units and active focal points. 	<ul style="list-style-type: none"> - Lack of well-established Postal Security Units and active focal points in some DOs may slow the process. - Inadequate management support in some DOs may impede outreach efforts. - The financial constraints of some DOs to support the implementation of the security standards S58 and S59 requirements may affect the target. - The lack of understanding and slow uptake of security courses on the UPU Trainpost may challenge focal points.
OPPORTUNITIES 	THREATS 
<ul style="list-style-type: none"> - Existence of the UPU Postal Security Group capacity building/workshop programs on implementing security standards S58 & S59. - Funding through the UPU-QSF increases the chances of effectively implementing the standards requirements by DOs. - Funding security review missions by the UPU-PSG eases the financial constraints of conducting on-site reviews. - Government backing for postal services contributes to positive support in enhancing security at critical facilities like Airports and Offices of Exchange. 	<ul style="list-style-type: none"> - Political instabilities in some parts of Africa may negatively affect the efforts of the PSAG. - DOs in the countries that are disaster-prone may be delayed. - Resignations and/or personnel positions/ role changes may affect the PSAG plans. - Lack of funding for implementing the security standards projects may affect the PSAG plans.

5.0. METHODOLOGY

5.1. Initial Diagnosis

Before any intervention, a diagnostic assessment will be conducted with DOs to evaluate their compliance with Security Standards S58 and S59. Such a diagnosis will produce a report highlighting success areas and gaps identified. The assessment will include:

- A documentary analysis of existing security policies and procedures.
- On-site visits to identify security gaps.
- Interviews with security officers to assess their level of awareness and training.
- Guidance on developing documentation, with the provision of pre-approved documents as models if needed.

A diagnostic report will be prepared, highlighting compliance points and gaps to be addressed.

5.2. Organization of Support Missions

The initial stage of review on compliance with the security standards S58 and S59 will entail a two (2) day preparatory field mission organized for DOs with partial implementation of the requirements, with the aim to:

- Provide detailed explanations of S58 and S59 requirements and their operational impact.
- Review of existing security measures with DOs and make proposals on suitable improvements.
- Assist in formalizing security procedures and plans.
- Identify training and security equipment needs.

Regional Postal Security Experts will conduct these missions, co-opted within the PSAG and/or security focal points of the DOs, with advanced preparation. This will prioritize support for documentation development, as proper documentation ensures the initial entry-level certification for S58 & S59 compliance.

5.3. Development and Validation of Action Plans

At the end of each mission, a detailed report will be submitted to the management of the concerned DO. The report, as much as possible, will consider the budgetary constraints of the DO and will include:

- An assessment of the current situation.
- Recommendations to achieve compliance.
- A detailed action plan with precise deadlines and monitoring indicators.

The DO's management validation of the action plan will ensure its commitment to the certification process. The PSAG leadership will present the security status of all the subregions and strongly encourage the DOs' Postmaster Generals and CEOs during the Administrative Council sessions to support the implementation of security standards S58 and S59 based on the findings.

5.4. Sensitization and Capacity Building

Sensitization and training of Members are essential levers for implementing the security standards and obtaining certification. To this end:

- Information on security focal points in each country will be collected.
- Training sessions will be organized on various topics related to postal supply chain security (e.g., risk analysis, screening procedures, incident reporting).
- Sensitization campaigns will encourage DOs' staff to use the UPU's Trainpost platform to enhance their skills.
- Webinars and face-to-face workshops will be offered for personalized support according to the DO's specific needs, or collectively for all DOs.
- Training sessions will be encouraged in collaboration with other Stakeholders in the postal supply chain (e.g., customs, airlines, airport authorities).
- An information watch system will be set up to ensure regular dissemination of new training opportunities, webinars, and tools developed in postal security. This continuous monitoring will enable DOs to stay informed and proactively reinforce their security posture.

5.5. Funding Arrangements

The cost of support missions will be shared between DOs and UPU/PAPU. Each DO will cover part of the expenses, including full-board accommodation for PSAG experts, while UPU/PAPU will finance the remaining travel and expert fees (fixed rate).

Another approach could be inspired by the peer evaluation model, as proposed by the UPU, where DOs with advanced compliance levels could support other DOs by sharing best practices on-site and providing technical expertise.

In addition to these approaches, other financing mechanisms can be mobilized as follows:

- i) UPU support is needed for outreach and sensitization activities aimed at strengthening postal security in the Africa region, but also for missions to support DOs.
- ii) Quality of Service Fund (QSF) to support DOs' compliance efforts.
- iii) Fellowships to encourage PSAG members and/or focal points to participate in sensitization or training activities organized by other stakeholders in the supply chain, notably WCO, IATA, ICAO, INCB, etc.
- iv) Solicitation of any other funds made available by technical and financial partners, particularly for projects aimed at strengthening the security of the supply chain, stimulating the development of e-commerce in Africa, and reassuring customers and relevant stakeholders.

5.6. Monitoring and Support Until Certification

Once the action plan is validated, experts will ensure rigorous monitoring under the supervision of PSAG until the final preparation phase for the certification review.

This monitoring will include:

- Periodic meetings to evaluate progress.
- Technical support for implementing corrective measures.
- Assistance in preparing for the certification examination or interviews.

This process will conclude with a remote final self-assessment to measure compliance levels before submission to the UPU for an Expert on-site Review Mission facilitation.

5.7. Certification Review Missions

Once the PSAG member/ representative is satisfied with the implementation and compliance level to the security standards S58 and S59 by a DO within their jurisdiction or sub-region, they shall report such progress to the PSAG to commence the certification review process in consultation with the UPU Postal Security Group. The whole review process shall be done after the following actions:

- The PSAG convenes (virtually) to review the compiled documents required for security standards implementation & compliance, and provides feedback compiled for the DO;
- A formal communication is done by the PSAG through the PAPU General Secretariat to the UPU Postal Security Group, informing them of the DOs' readiness for a whole expert review mission;

- Arrangement of a five (5) day onsite certification review mission with the concerned DO committing to the dates;
- Selection of a Security Certification Review Team from the PSAG Members.

2025/2026 PAPU SECURITY ACTION GROUP WORK PLAN

S/N	Objective	Activities	KPI/ Measure	Target	Frequency
1.	Coordination of PAPU Supply Chain Working Group activities	Assist in facilitating responses of DOs in addressing security matters brought up by the Supply Chain Working Group	Level of responsiveness to SCG	100%	Quarterly
2.	Cooperation and collaboration with DOs	Reconcile postal security units' focal points within the PSAG sub-regional Reps	% of DOs focal points reconciled	100%	Bi-annual
3.	Establishment of sub-regional security coordination liaison.	Establish a security coordination liaison of focal points within the sub-regions to tackle postal supply chain security concerns	Number of security issues identified and resolved	5	Bi-annual
4.	Create a continuous peer engagement platform	Initiate a continuous engagement with sub-regional postal security focal points for information sharing and best practices	Number of meetings held	2	Bi-annual
5.	Postal security standards S58 & S59 awareness campaign	Develop an awareness program on postal security standards S58 and S59 for the sub-regional security focal points	% awareness roll-out	100%	Bi-annual
6.	Risk assessment, technical or expertise assistance	Assist DOs with expertise in conducting risk assessments of their facilities	Number of DOs assisted	2	Annual
7.	Compliance with UPU postal security standards S58 & S59	Coordinate and facilitate the implementation of and continuous monitoring of adherence to security standards S58 & S59,	Number of DOs assisted	2	Annual
		Assist the UPU Postal Security Group (PSG) in conducting security process reviews in the sub-regional DOs towards achieving certification	Number of DOs committing to certification	2	Annual
8.	Enhance postal supply chain resilience	Coordinate trainings on Dangerous Goods, Cyber-security threats, Fraud prevention, and trafficking of illicit pharmaceuticals	Number of trained personnel per DO	20	Quarterly

9.	Stakeholder Engagement	Establish collaborative platforms with regional bodies, including customs, civil aviation, law enforcement, etc.	Number of meetings held	2	Bi-annual
10.	Progress Reports	Initiate and ensure continuous reporting of DOs on matters concerning the security of the postal supply chain.	Number of reports per DO	1	Quarterly
		Evaluate and report progress made on the implementation of the PSAG Action Plan.	Number of reports by PSAG	1	Quarterly

6.0. STRATEGY REVIEW

This strategy document shall be reviewed at the end of the financial year 2025/2026 through an annual report on evaluating the work plan to identify areas of improvement for consideration in the 2026/2027 financial year.

7.0. SUBMISSION

The document is hereby submitted on behalf of the PAPU Security Action Group by:

Mr. Kelebogile Ofentse
PSAG Chairperson (Botswana)

AND

Mr. Eric Adomou
PSAG Vice Chairperson (Benin)

8.0. APPROVAL

The document is hereby approved here in **Arusha, Tanzania**, on this _____ day of _____ 2025
by:

Dr. Sifundo Chief Moyo
SECRETARY GENERAL

PSAG LIST OF PARTICIPANTS

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